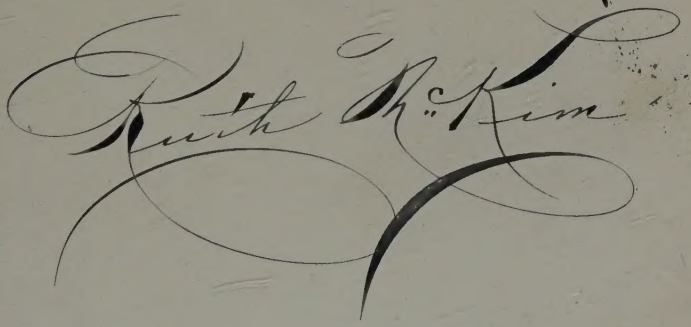
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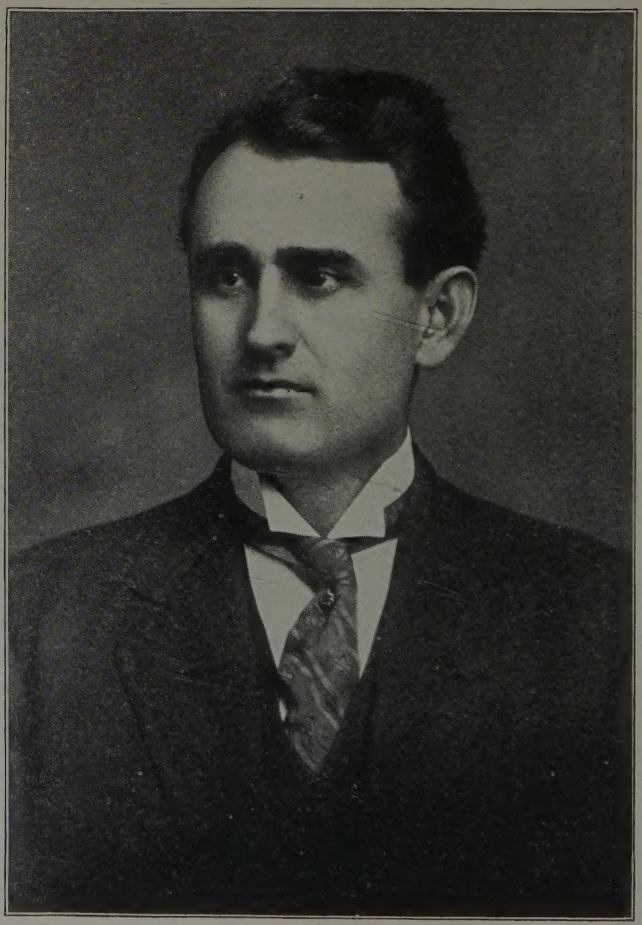
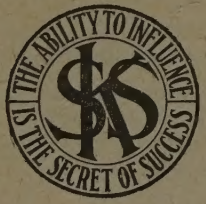


JAMES SAMUEL KNOX

SALESMANSHIP *and* PERSONAL EFFICIENCY



By

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CLEVELAND, OHIO

1917

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Introduction

Fundamentals Necessary Twenty years' experience as a teacher of Salesmanship has convinced me of the fact that it is absolutely necessary to teach the fundamentals of this subject first. My experience in teaching Salesmanship has touched practically every class. I have personally taught thousands of college and university students to sell. I have taught other thousands of business and professional men the principles of Salesmanship and Business Efficiency. The Knox School has taught tens of thousands through its correspondence course and Salesmanship texts. For nearly twenty-five years I have sold goods, taught Salesmanship and managed salesmen, besides studying selling conditions in most of the leading sales organizations in America. Out of all this experience, combined with that which has come to us from hundreds of teachers of our text, we have arrived at the conclusion that the fundamental principles of Salesmanship *must first be taught.*

Application of Principles The next step is to teach the student how to apply the principles. When he has learned the principles and their application, he can easily apply them to every phase of Salesmanship.

¶Salesmanship is not a veneer, an outside polish. It cannot be successfully taught by teaching the

individual a little about retailing, or wholesaling, or Traveling Salesmanship, or Insurance Salesmanship, or Typewriter Salesmanship, or any one phase of Salesmanship. When the student is taught the fundamental principles and then the application of these principles he has learned how to think from cause to effect. He has learned how to apply the principles whether he is working behind the counter, selling his services, selling real estate or anything else on earth. This is a fundamental fact that has grown out of our experience.

Four Factors To begin with, we divide Salesmanship into four fundamental factors: the salesman, the customer, or prospective customer, the article to be sold, and the psychological process known as making the sale.

¶Nearly a quarter of a century's selling and managerial experience has proved that success in Salesmanship is between *seventy-five and ninety per cent MAN;* that the man must have certain qualities developed or he cannot succeed. To teach a man how to sell without first developing his personality, his health, honesty, initiative, purpose, sincerity and judgment is to send him into business without the ability to do business. So we devote considerable time to the development of the qualities which must be developed in order to make an individual strong. A salesman must have ability and he must be so trained as to have confidence in that ability.

¶*Second,* we study *human nature.* To be successful an individual must know human nature. He must

know how to chart the tides and currents of human nature, or the ship he is sailing will strike the rocks and sink.

¶*Third,* the salesman must know his *goods* and he must know them thoroughly whether he is selling pins or pianos, real estate or religion, education or eatables.

¶*Fourth,* he must understand the *mental processes through which the mind is taken while a sale is being made.* He must understand how to get the attention, how to interest his prospective buyer, how to convince him, how to create his desire, and how to close the order.

Salesmanship and Business English Related

We are speaking of Salesmanship here in a broad way. We refer not only to verbal Salesmanship but to Salesmanship through advertising and creative letter writing. In verbal Salesmanship a person must not only know the things we have indicated, but he must know how to express himself effectively. He must know how to use Salesmanship English. Salesmanship English and Business English have exactly the same purpose, and that is to persuade and convince the party of the second part to think as the party of the first part wishes him to think, to feel as he wishes him to feel, and to act as he wishes him to act.

¶Truth badly spoken dies and dries and blows away. But a lie well launched is likely to live for sometime. But it eventually comes back to plague and to financially paralyze the individual who was so foolish and so short-sighted as to use it. Truth poorly spoken

is like a shell from a great gun that explodes before it reaches its point of contact.

¶Hotchkiss and Kilduff, Professors of Business English in New York University School of Commerce, and authors of a text on Business English, define Business English as follows:

Purpose of Business English

"It is the art of employing written English to arouse in others such feelings and ideas as shall cause action that results in business profit, and to do so with the least waste of time, effort and money."

¶The same writers say: "The main difference between literary composition and Business English is the *purpose*. In most forms of literary composition the writer endeavors to express his thoughts with clearness and precision for the purpose of giving information or entertaining the reader; in Business English, however, the purpose is profit. Since Business English must produce a profit, it must not merely please or instruct the reader; it must cause him to act; it must make him respond. The test, therefore, of the business letter is this: does it make the reader do what you want him to do? Does it bring the response you wish?

¶"In literary composition the reader usually considers only the expression of his ideas; in Business English the writer must consider not only the expression of his ideas, but also the impression upon the mind of the reader. He must make such an impression upon the reader's mind as shall arouse him to the desired course of action."

Verbal English Aims to Induce Action The whole aim of verbal English as used by the trained salesman is to do just this. The English used in this text from beginning to end aims to show the student how to arouse the feelings in such a way as to induce *action*. The student who gets its message cannot help but imitate its method. This has been proved by the thousands of letters that have been written to us by students who have studied the text. The student of Business English who studies this book gets two things that are fundamentally important: he gets a message—something to say—and he learns how to express it in language that has a psychological appeal and a strong tendency to arouse action. Some educators who have discovered this have linked the study of Salesmanship with Business English. In a curriculum which is being adjusted so as to admit Salesmanship, this is a plan well worthy of consideration. It gives opportunity to gradually develop the Salesmanship course until a full quota of hours can be given to it.

¶The student who is ambitious to become a creative letter writer and, therefore, something more than a stenographer, bookkeeper or clerk will profit greatly by this course.

Mental Law of Sale The Mental Law of Sale chart is considered the best oratorical analysis that has ever been worked out. Every successful speaker knows how to get the attention of the people in his audience, how to interest them, how to convince them, how to persuade them to desire to do

what he wants them to do, and finally how to persuade them to act as he wishes them to act. This is the test of the great lawyer before the jury, the great orator before the public, and the master salesman before his prospective customer. The whole science and art of persuasion, written and spoken, revolve around the Mental Law of Sale.

¶It is a law of human nature that *what an individual does not understand he opposes.* The fundamental principles of Salesmanship whether spoken or written are: to tell the truth, tell it effectively, and to actually show the individual that it is to his advantage to follow a certain course of action. The greatest compliment, therefore, that any salesman can pay to the product he is selling is to tell the truth about it and *tell it effectively.* The greatest compliment that can be paid to any text on the subject of Salesmanship is to give it the distinction of actually teaching a student so that he knows how to convey his message in the easiest possible manner to the minds of the people with whom he deals, and to influence their minds to act in agreement with his. This text has this distinction.

The Economic Need

We have thus far discussed this subject solely from the standpoint of the development of certain ability that will enable an individual to deal most successfully with the public. Now let us consider it from the economic point of view.

¶This country needs one hundred thousand new salesmen a year to take care of its expanding business

and fill the vacancies of those who are promoted. Where are we to find these young men and women who are trained for this work?

¶There are any number of Law, Medical and Dental schools equipped to thoroughly train for these professions, but where is there a school of Salesmanship that the business man can turn to for men properly equipped to sell his goods?

¶In the past there has been no place for him to go to find trained salesmen and so the problem of finding salesmen has been his most serious one. Men to fill Salesmanship positions have been recruited from the ranks of bookkeepers, clerks and stenographers; and tens of thousands have been accepted who have had no business training at all. Some of the results are economically appalling.

The Cost of Inefficiency The inefficiency here adds greatly to the high cost of living. There are more than a million salesmen in this country and it is safe to say that *seventy per cent* of them are quite inefficient. There are a million and a quarter retail merchants in the country and at least *seventy per cent* of them are making no net profit. The business life of the average retail merchant is between two and eight years.

¶East of the Missouri River there are, in certain lines, twice as many jobbing houses, retail stores and traveling salesmen as are needed to meet the efficiency demands. This inefficiency adds to the high cost of living.

¶In the Insurance field, according to an investigation, we find that in six of the greatest concerns *ninety per cent* of the insurance is sold by *thirty-four per cent* of the salesmen. In one great Life Insurance company *ten per cent* of the salesmen are selling *ninety per cent* of the insurance.

¶Millions of dollars are spent in schools that prepare young men to be mechanics—equipping them to transform the raw material into the finished product. The Commercial high schools and Private Commercial schools spend other millions educating pupils to do detail work as expert bookkeepers, stenographers, stenotypists and typists. In the past practically no money was spent in educating men to help the jobber sell his goods after they had been manufactured; or in helping young men to prepare for leadership and managerial positions.

¶It is a great economic loss to spend millions of dollars to teach men how to make goods and spend nothing to teach them how to efficiently dispose of goods. This at the present time is the weakest point in our economic development.

Man and Machinery Hugh Chalmers, President of the Chalmers Motor Company, says: "I have been in the manufacturing business nearly all my life and I find that it is much easier to make things than it is to sell them. It took me some time to figure that out. It finally dawned upon me that the difference is caused by the fact that in one case you deal mostly with machinery and metals while in the other you deal with the mind. Machinery is a fixed quantity—you know

exactly what it can do and will do under given conditions. It is very often automatic and requires little attention from anyone. It never 'changes its mind.' It is seldom influenced by outside conditions.

¶"When you get on the other side and try to deal with humanity you face very different problems. Humanity thinks; it has feelings; it has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and conditions surrounding it."

¶Since Chalmers' statement is true, since we have learned that it is harder to teach Salesmanship than it is to teach mechanics, the subject demands our most serious consideration.

¶Our method of distribution in this country has been inefficient, but international distribution is even more inefficient. President Wilson recently said: *"In the future International Statesmanship and International Salesmanship must go hand in hand."* To bring about this happy result we must have well trained salesmen, and a well trained salesman evolves into a well trained executive.

¶How can we have well trained salesmen unless we put forth intelligent effort to train the student? Salesmen and business men attempt to learn by experience but most of them are bankrupt before they get the experience. This is not giving them a square deal. The markets of the world are beckoning us, but we cannot profit by them unless our salesmen and business men are properly equipped to sell our goods here and abroad.

Purpose of This Book This book is doing its part to help the schools solve the selling problem. It is not an experiment. It is being used in hundreds of schools and by thousands of students. Thousands of copies are also being used by great business concerns each year to train their salesmen. They use it because it pays.

¶Hundreds of teachers of this text have discovered that it *increases the efficiency of the student in his other subjects.* It awakens him to a realization of his possibilities as he has never realized them before and gives him the encouragement that he needs. It shows the value of education and it keeps many students in school who would otherwise leave.

¶This book gives the student a clearer idea of business ethics than he had before. It clearly shows that character is the basis of all business success; that character in combination with brains, efficiently and sufficiently trained, is the highest priced, best paid product in the world; that the man who attempts to take advantage of another in a business deal is not a salesman but a robber; that the man who resorts to sharp practice is not only dishonest but foolish, since such practice leads to inevitable failure.

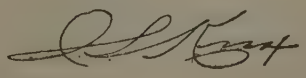
¶This book has aroused international enthusiasm because it teaches an individual *how to develop his personality and how to study human nature.* It teaches the Philosophy of Leadership, Mental and Business Efficiency, as well as the Science and Art of Salesmanship. This study reaches down to the very depths of the individual's life, reveals himself to himself, arouses

him and inspires him, and for that reason gives him a new vision of life.

¶The average man is not acquainted with himself and is hungering for self-knowledge. In fact, the reason the average man does not have confidence in himself is because he is not acquainted with himself. This book is doing much to give young men and women a saner conception of life and its needs. In a very human way it shows them how they must co-ordinate themselves with life and its problems in order to render the greatest service and win success. It teaches that all legitimate success is based upon service.

Challenge to Educators A problem must be acknowledged before it can be solved. The Russell Sage Foundation report says that *ninety-five per cent* of the men in the nation are incompetent, through lack of proper training, to succeed at any trade, business or profession. This appalling situation is the challenge of the country to its educational leaders. This record of inefficiency constitutes our greatest educational problem.

¶Education is not an end in itself, but a means to an end. The purpose of this book is to help solve some of our selling and business problems, to point out the way to more efficient methods of distribution, and to develop more efficient men and women.



CHAPTER I

Purpose

Limited Vision Means Limited Possibilities

The great American need is for a vision of a larger life and its possibilities. Our vision is limited, our aspirations are limited, and therefore our possibilities are limited. Our vision is limited because we lack a definite aim, a definite ambition, a definite purpose.

Need of a Definite Aim

What is the greatest cause of inefficiency in America? It is lack of a definite purpose. The best efficiency experts declare that only ten per cent. of the people of this country have a definite object, an ultimate aim, a genuine motive for living. This is the great tragedy of American life. It is lack of a definite object in life that causes so many people to drift. The man who has no definite object in life is going nowhere, he is just drifting, and that is the reason he never arrives. He is sailing toward no port, and if he ever reaches port it will be as a result of pure accident.

Illustration of the Drifter

Suppose a boat breaks from its mooring and drifts one hundred miles from shore. Will it ever return to the port from whence it started? No, unless by

sheer accident. It is tossed from the trough to the crest of the waves. It is finally dashed to pieces by the raging fury of the elements. The tragedy of life is to be found in the young man who drifts aimlessly out into life's elements, only to be dashed to pieces by the very elements which he, by divine right, should harness, master, and utilize in furthering him on his course.

Man With a Purpose A young man without an ultimate aim is mere putty. He is little better than a piece of clay. But the man of definite purpose is the man with a conquering spirit. He flashes out upon the horizon like a fixed star. He sets the pace for other men. He leads the way. He has a vision. He knows which way he is traveling, and he knows why he is traveling. He can see the end from the beginning, because he has created it in his imagination.

The Maximum Man Why is it that one man has magnetism and another hasn't? Why is it that one man has a distinct personality and another hasn't? Why is it that one man has flashing eyes and another hasn't? Why is it that one man radiates courage, optimism, enthusiasm, ambition and leadership and another doesn't? It is because one man has anchored his life with a definite aim, an ultimate purpose, and the other has not. The man with a definite aim is the maximum man, the hundred per cent. man. That aim creates within him life's great positive forces. It gives him an "energetic certitude and a fervent trust." Such a man was created in the image of the Almighty, and he is trying to live up to his heritage.

Tragedy of the Drifter The person who has a definite aim in life grasps every opportunity that will help him achieve his end. The person who drifts has no aim, and, therefore, sees no opportunities. This is the tragedy of the drifter. The young man whose ultimate aim is to be a great salesman, a great salesmanager, a great organizer, and a great business man, is doing everything within his power to make himself more efficient as a salesman, a salesmanager, an organizer, and an executive. Such a man takes nothing for granted. He does not guess. He prepares himself in advance to fill the positions he expects ultimately to fill. What kind of a position do you expect ultimately to fill? If you expect ultimately to fill a ten thousand dollar position, then you will continue to prepare to fill it until you reach your goal.

What is Your Dominating Motive? True, as Harrington Emerson says, "There is one quickest, best, easiest method of acquiring the desirable things of life." But you must first decide you want and propose to get the desirable things of life. The aim, the purpose, is the big thing. When you once establish the purpose and then fortify it by a burning, conquering determination, then you will naturally begin to study ways and means, the how and why of acquiring these desirable things of life in the quickest, easiest, best way. When a man once decides upon an ultimate aim he expects to make sacrifices. But to him they do not seem sacrifices. He meets difficulties with eagerness. He is willing to go through fire and water to accomplish his end. He becomes a power

in the world. People do not understand him because they do not see his well-spring, his moving, dominating motive. What is your ultimate aim? What is your dominant, impelling motive? Remember there can be no ultimate aim without an impelling motive. The motive furnishes the inspiration and stimulus.

Power of an Ideal Every great achievement of the human race was made possible because it first existed as an ideal, an ultimate purpose in the life of some individual. Can you conceive of a man's reaching any worthwhile goal unless he knows where he is going? What is the greatest weakness in American life? It is this. We are conducting our lives by guess instead of by chart and compass. We are drifters and floaters on the sea of life, instead of being pilots and captains. We are followers and failures, instead of leaders and successes. When we get a vision of the ultimate ideal, the supreme purpose, it will not take long to revolutionize our lives, incomes, and possibilities.

The Human Derelict Hopeless A ship that is going in the wrong direction can be turned, because it is guided by an impelling force. But you can do nothing with a ship that is drifting. It has no impelling force. It is tossed from the trough to the crest of the waves. It is at the mercy of the elements. You can convert a man who has a mistaken purpose. You can show him the error of his way. But you can do nothing with the human derelicts who are drifting through life without purpose, and therefore without hope, without courage, and without enthusiasm.

The light of their lives has gone out. They have put it out.

Ideals Must be Legitimate and Practicable It is not enough merely to have a purpose in life. That purpose must be legitimate. A prominent man once said that when he was a young man his ambition was to make money and do good. Carnegie was recently asked what his business was and he said it was to do as much good as possible. Harrington Emerson says, "It is therefore not enough to have ideals. There must be some standard or standards of measurement and test." "To be efficient you need not only ideals of the desirable things of life, but you need some way of knowing that the things you wish to achieve, attain, and acquire are legitimate, practicable, and truly desirable."

Low Ideals Disappointing "The ideal of Captain Webb was to swim the Niagara whirlpool. He perished in the useless attempt. Barney Barnato, the diamond king of Kimberley, had great wealth as an ideal. But when he had become rich as his dream he drowned himself and his wearisomeness of it all in the waters of the south Atlantic."

Service to Humanity To work for either money or fame for its own sake is unworthy of any man. There is only one legitimate purpose in life and that is to serve humanity in some way. A man's aim should be to serve his family, to serve the public, and to serve posterity.

Organize Your Mental Forces The greatest piece of machinery ever constructed is not the adding machine, the typewriter, or the stenotype, but the one within the human head. But that is a discovery the average man has never made. The mind and soul with all their thoughts, hopes, impulses, desires, prejudices, and aspirations are nothing but a confused jumble until organized and made effective by the conscious power of an earnest, consecrated purpose.

Dare to Have a Lofty Purpose Show me a young man who has set his mark, who has driven his imaginary stake, who has created within his imagination the position he proposes to fill twenty years hence, and I will show you a young man who will work out in real life the picture he first created in his imagination. Set no mark, dream no dream, build no imaginary air castles, have no definite aim, no vision of a larger self and a larger life, and you will be eternally doomed to drift and fail. You cannot avoid it. It is the law of life. This is the canker that is eating into the heart of American progress. This is the poison that is chloroforming the vast majority of our men and women, young and old. This is the subtle ether that paralyzes initiative, that paralyzes progress and prosperity. We were created in the image of God. Let us arise in our might and throw off the imaginary shackles of impossibility. Let us dare to achieve. Let us get a vision of the blue sky above. Let us have an aim and an ideal that is worthy of the best men and women that ever lived. Let us look ahead not back, up not down, and press on.

Warren Hastings' Resolve One May morning a young man stood on the porch of his ancestral estate in England. It was a beautiful morning. The birds were singing, and the air was fragrant with the perfume of apple blossoms. This young man walked out into the yard and began this soliloquy: "This great estate has belonged to my ancestors for generations. It has been lost to me through mismanagement. Oh, what a fate! But I will not be conquered by fate. I will master it. I will win back this estate." He clenched his hands and gritted his teeth and there was fire in his eyes. He meant what he said, and he kept his word. Then and there was born a great resolution, a great purpose, a motive for living. He did buy back the estate. History knows this boy as Warren Hastings.

The Night School Gives Opportunity Some years ago a boy was assisting his father who was a janitor in an Ohio factory. But this boy had a definite purpose in life. He created within his imagination the position he proposed to fill in twenty years and this imaginary position did not savor of janitor work. He studied stenography nights and one day when an extra stenographer was needed he offered his services. "What do you know about stenography?" said the man in charge. "Try me," said the boy. "I have been studying stenography in the night school." That boy became a stenographer that moment. Later this concern wanted a bookkeeper for extra work. The boy again offered his services, and was asked what he knew about bookkeeping. His reply

was that he had been studying it in the night school. He was given charge of the extra bookkeeping work.

Study Wins Promotion Sometime after this, the floor salesman was out at noon when a merchant came in to look at a cash register. The young stenographer, seeing that the salesman was absent, showed the merchant the line of machines. He was just closing the sale and doing it enthusiastically when the salesman came in. When the merchant left, the salesman said, "You are only a stenographer, aren't you? How do you know enough about this business to sell a machine?" The beaming young stenographer with the order in his hand said, "I have been studying salesmanship at night and during my spare moments." "Why are you doing it?" said the salesman. "Because I want to become a salesman," said the young man. He was engaged for this purpose.

A Good Financial Plan When this young man went into the field to sell he was on his way up the ladder of success, the top of which he could see from the bottom. In order to reach the top as soon as possible he determined to make enough sales the first twelve days of every month to pay his expenses for the month, as he proposed to save all the money he made during the rest of the month. When he reached the twelfth day of each month he said "I simply must make this sale today, because I need the money for expenses." When he reached the last day of the month he said "I must make this sale today because I need the money for my bank account and if I do not make the sale, it

will go over until tomorrow and the money will be used for expenses."

Results of an Abiding Purpose Is it any wonder that a man with a motive like this to urge him on made a great success as a salesman? His success was so great that they made him a district manager at the age of twenty-three and brought him in and made him vice-president and general manager at the age of twenty-eight at a salary of fifty thousand dollars a year. This young man was Hugh Chalmers and the company was the National Cash Register Company. Mr. Chalmers is now president of his own company and is rated a millionaire and more. He was president of his own company and a millionaire at forty. What did it? A definite aim, a definite motive, a definite purpose. The ability of a Webster or a Napoleon would never have enabled him to rise as he did without the stimulus of a great purpose.

Real Living Requires a Definite Aim "Many people go through life without knowing what it is to live. Unless you are living for something and know what it is; unless you have a definite aim in view; unless you are making the most of every talent with which nature or a kind Providence has endowed you; unless you are developing every day by judicious exercise every faculty you possess; unless you are gradually but unceasingly broadening, expanding, achieving better and better and greater and greater results, as the days and weeks and months go by; unless you are doing all these things, you are not living in the

right sense of the word. To spend your days in anything short of searching out the forces within you, and without a daily, active, vigorous, aggressive struggle to accomplish the aim of your life and live up to the best that is in you, is not to live but to exist. To take things passively as they come and get along with them whatever they are, is not even to exist, but to be tolerated." To say you cannot make a success is to place yourself on a par with the people of the middle ages. But to say you can and you will is to place yourself in the lead of the best men and women the world has ever known.

"I'll Find a Way or Make One" Many years ago, Rear Admiral Peary sought the north pole. Before he started he decided to get a motto that would encourage him in his darkest days. He found one, the motto created by Hannibal. At the age of twelve Hannibal swore eternal vengeance against Rome. His motive in life was to conquer Rome. He became a great general. Before he was thirty he decided to cross the Alps and attack Rome. His generals said it could not be done as there was no road across the Alps. Hannibal said, "I will either find a way or make one," and he did. When Peary turned his face toward the frozen north he said, "I will find a way or make one to the north pole," and you know the result. When he was in the far north, living in his hut of snow, and it was sixty below zero and he saw nothing ahead of him but a great mountain of ice he simply said, "I will find a way or make one." When he passed the mountain of ice and saw nothing ahead of him but the cold purple waters of the north he did not falter but said,

"I will find a way or make one." For twenty-four years he went on and on and on. He kept this one aim, this one purpose, this one ideal ahead of him and you know what he accomplished. I care not how much or how little ability one may have, if he has an aim like that, a purpose like that, an ambition like that, he will accomplish results that will finally amaze himself and his friends, too.

Suggestive Questions and Exercises

¶1. What is the first great need of the young man or woman who would succeed?

¶2. How will a definite aim help you?

¶3. Which has the better chance, the man who is definitely going wrong or the one who is drifting? Why?

¶4. Have you a definite, dominating purpose? Can you state it clearly?

¶5. Give some illustrations from the text of men who won great success through the guidance of purpose.

¶6. Name some similar examples from your reading.

¶7. Secure the biography of some man who achieved in spite of difficulties, and make a careful study of it.

¶8. Who was Hannibal? Warren Hastings? Peary? Give definite facts about each.

Summary to Chapter I

¶1. The great American need is for a vision of a larger life.

¶2. The great tragedy of life is the lack of a definite aim, an ultimate object, a genuine motive for living.

¶3. A man fired by the passion of a great desire to achieve a worthy purpose, possesses magnetism, personality, leadership; he becomes the maximum man.

¶4. A man without purpose is a human derelict lost upon the great ocean of life.

¶5. The ideals *sought* must be legitimate, practicable, and serviceable to mankind.

¶6. Some illustrious examples mentioned: Warren Hastings, Hugh Chalmers, Rear Admiral Peary.

CHAPTER II

Leadership Through Character Building

Psychology Applied to Business

The last ten years have seen tremendous business changes in this country. The next ten years will see a business revolution. Ten years ago there was no such thing as a Science of Business, a Science of Salesmanship, or a Science of Advertising. Today these Sciences are recognized everywhere. The student of the present and the future must be trained to meet the new condition. This new condition has been brought about by applying psychology to the problems of Business, Salesmanship, and Advertising; it has been brought about as a result of intense competition and the insistent demand for greater individual efficiency. In the past, business and selling were conducted by guess; today we must know the reason why. To know the reason why is to increase individual efficiency enormously. Efficiency is the watchword of today.

Efficiency the Watchword of Today

The problem of efficiency today is the problem of getting the maximum of results with the minimum of effort. Our problem then, to begin with, is to find out how to train the human mind so

as to attain this maximum of efficiency. To do it we must analyze the causes of failure as well as the causes of success. Today the average man is a failure when he ought to be a success. We must discover the reason and apply the remedy.

Brain Waste The late Professor James of Harvard, after years of investigation, came to the conclusion that the average man was using only one-tenth of his brain power. To think that nine-tenths of the average man's brain is a desert waste, is enough to arouse the slumbering power which is lying like a sleeping giant only waiting to be awakened.

The Great American Desert The Great American desert is not located in Idaho, Arizona, or New Mexico. It is located under the hat of the average man. The Great American desert is not a physical but a mental desert. One of the aims of this book is to irrigate this mental desert waste with the waters of a practical and progressive education which will enable it to blossom into a rich, luxuriant harvest.

Cause of Low Earning Power The average man today may well be called a failure because he earns little. Eighty-five per cent. of the men of this country earn $15 a week or less. Only seven and a half per cent. earn between $1,800 and $3,000 a year. The question arises; *why do they not earn more?* The answer is simple. They do not know how to *think*. They have never learned how to use their minds to anything like a *maximum* of their possibilities.

Lack of Efficient Men Never in the history of the world has there been such a famine of high priced men as exists at the present time. Hugh Chalmers, President of the Chalmers Motor Company, the man who was a stenographer in the National Cash Register factory at the age of fourteen and Vice-President and General Manager of the company at twenty-eight, at a salary of $50,000 a year says: "Five great M's go to make up the problem of every business man in this country today. They are Money, Material, Machinery, Markets, and Men—and the biggest figure in the problem is men. Really valuable men, high-priced men, are the hardest things to get of all the things we manufacturers need. Men in the mass are the cheapest things in the market. There are too many $1,000 men and too few who are worth $10,000 a year."

Causes of Failure Why does this condition of affairs exist now? It exists for just four reasons. Here they are—viz.: *Failure to think right, failure to talk right, failure to write right, and failure to understand human nature.* The next quarter of a century will demand that a man receive such mental equipment that he will become an analytical thinker, that he will learn how to think from cause to effect; it will demand that a man learn how to express himself intelligently, fluently, and vigorously; it will demand that a man know how to write a business getting letter, circular, and advertisement, and it will demand that a man know the point of view of the man he does business with. In order that we may accomplish this end we must analyze the mind and find out *why* we fail and *why* we *succeed.* The *main reason why* the average man fails

today is because he has never learned how to think analytically, consequently he guesses. There are really just four things we do in life. We *think, we remember, we imagine, and we act.* To accomplish these four things *efficiently,* spells success.

Examples of Wrong Thinking I know a very able young man who was highly recommended and who was about to accept a very responsible position. On his way to the office where he expected to get the position, he thought, but he thought wrong. His judgment had not been carefully trained. He went in and met his prospective employer. His looks and recommendations were of the best, but his prospective employer got a whiff of his breath and said: "I cannot employ you." The young man said: "Aren't my recommendations good?" He was told they were, but he was also told that he had just visited a saloon and taken a drink of whiskey. He was told that under no circumstances would a drinking man be hired for that position. The whole destiny of this young man was no doubt determined by that one drink. He thought, but he paid a big price for thinking wrong.

Another Example One day a retail house received a telephone call from an angry customer. The customer said he had given the salesman an order for twelve dollars' worth of goods to be delivered at once, but a week had passed and he had not received the goods, in spite of the fact that he was promised delivery the same day. The house immediately discovered that the order had never been sent in. The salesman was called up

over the telephone. He admitted he had the order in his pocket and had spent the twelve dollars but expected to make it good in a day or two. He lost his position. He paid an awful price for thinking wrong and using poor judgment. The head of the concern told him he would have been glad to loan him the money he needed.

A Problem of Profits A big concern sent a letter to four thousand retail merchants who were worth from $10,000 to $40,000 each. In that letter the merchant was asked to solve a simple problem. Here is the problem: "Suppose you bought an article for one dollar and your cost of handling that article was twenty-two per cent., how much would you have to sell the article for in order to make a net profit of ten per cent?" Just twenty-two per cent. of the replies were right. The average business man doesn't know enough about bookkeeping and arithmetic to enable him to think right. An authority states that, "Only about ten per cent. of retailers rated at $5,000 or less know how to figure percentages of profit." (See note page 48.)

Wrong Thinking the Cause of Failure and Crime I could give you scores of illustrations of wrong thinking and untrained judgment, but these will do. Failure and crime are due to wrong thinking and poor judgment. "Sin is misdirected energy." We must learn to think right first and when we think right, that in itself will go a long way toward developing a good memory.

Association Aids Memory An idea which is not clear to us will not be remembered. The subjective mind always retains an impression once

it is photographed upon the negative sensitized plate of that mind. To have a good memory you must pay attention to every new idea, name, or face; you must concentrate your mind upon it and then associate the new idea, name, or face with something similar you are familiar with. When you get a new idea and try to think of that as a *new* idea and separate fact, you must concentrate your mind very strongly upon it, but even then you are likely to forget it, temporarily anyway, unless you associate it with something you are already familiar with. Take this definition of Salesmanship for illustration. *"Salesmanship is the manner, method, and art of most economically effecting the exchange of an article for money, to the equal and permanent satisfaction of the buyer and seller."* If you try to think of this definition as a whole, you may forget it, but if you associate it with the idea of mutual benefit, which is the central idea of the definition, you will have no trouble in remembering the substance, at least, of the definition.

Illustrations of Association A man stopped me on the street one day and told me to send a book to a friend of his. The name he gave me was familiar so I did not need to make note of it. But I asked him what the initials were, with the idea of writing them down. He said the initials were R. A. I realized at once that I should have no trouble in remembering them because I have a brother with the same initials. I met another man whose name was Peculia. I immediately associated his name and face with the word peculiar. I said to myself, "Here is a man with a peculiar name and a peculiar face. In other words, he is a peculiar man." I concentrated my mind upon

his face until I got a complete image of it. Then I had no trouble with either name or face.

Remembering People's Names

A friend of mine went into a strange tailor shop in Chicago and ordered a suit. The man who made the sale was a very agreeable and attentive little man. My friend got the suit and left the city. Three years later he was in Chicago and decided to get another suit at the same place. He went in and was met at the door by the same man who sold him the suit three years before. With a smile the tailor walked up to my friend and said: "Why, how do you do, Mr. Jones? I am very glad to see you." My friend said, "How is it possible for you to pick my face out of the thousands who have been in here since I was here three years ago, and how is it possible for you to remember my name and associate it with my face?" The tailor said: "That is a very important part of my business." It was, and it will be a very important part of the business of the future for a man not only to remember names and faces, but facts as they relate to every phase of his business. To develop a good memory is to overcome indifference, carelessness, and laxity and to develop to a large degree the qualities of attention, concentration, alertness, and observation. It means a big mental asset.

Value of Imagination

We next come to the development of the imagination. Imagination is the inventive, creative, image-making power of the individual. The young man who cannot look into the future and create for himself a position of importance will not be likely ever to have such a position. The

young man who can see himself, ten or fifteen years hence, the manager of a great concern with elegant offices finished in oak or mahogany, with beautiful furniture and elegant rugs, with a lot of clerks and stenographers under him, will some day create just such a position for himself. This is a creative idea, a tremendous spur to the ambition, a goal to be reached; such an inspiration thrills its owner and develops within him the conquering spirit. It grips him, it arouses him, it makes a new man out of him. Such a man with such a mission pays no attention to obstacles, except to use them as stepping stones to help him reach his goal, which is always in sight.

Use of Imagination in Salesmanship

Here is a simple contrast of the non-use and use of imagination in Salesmanship. It was Saturday afternoon and two boot-blacks were out shining shoes, the one on the left side of the street and the other on the right. The one on the left side of the street used just five words in selling his shoe shine. He said: "Get your shoes shined here." The one on the right side of the street used just five words. He said: "Get your Sunday shine here." But what a difference in the results. The first boy thought only of shoes that might or might not need to be shined. His appeal was made only to men's feet. But today we must appeal to the brain in order to get results. The second boy appealed to the imagination, rather than to the man's shoes. "Get your Sunday shine here." What train of thought did that start in the mind of the busy business man as he was hurrying by? This is the train of thought it suggested.

"Tomorrow is Sunday. I must go to church tomorrow, or we are going to have company at dinner, or I will, of course, have to be dressed up tomorrow, or I need at least one good shine a week to keep my shoes in good shape." These were the ideas suggested in the minds of the different business men and with this result: the boy who knew how to appeal, consciously or unconsciously, to the imagination did just double the business of the boy who simply thought of a man's shoes and not of his head.

Knowledge Must Result in Action

But how much does it profit a man if he knows how to think, remember, and imagine if he does not know how to use his information, if he doesn't know how to express himself, if he doesn't know how to act? Here are some illustrations which make clear what I mean by action. A young man came into my office one day and said he wanted a position as a salesman. I asked him what experience he had had as a salesman and he said: "I ain't had none." That is action, negative and demoralizing action through expression. What did I judge as to his educational qualifications? I judged he hadn't any and told him so. "But," said he, "I am a high school graduate." "Then," said I, "why do you use the language of the street?" He said he did it through carelessness. Well, carelessness is our greatest "business criminal." According to Dun and Bradstreet, sixty per cent. of all failures in this country are due to that awful word carelessness. We must learn to be accurate in our speech, in our figuring, in our bookkeeping, stenography, etc. But first we must be accurate in our thinking. If we are careless in thought we are careless in act, for as a man thinketh so does he act.

Thought and action are as closely connected as cause and effect.

Poor Salesmanship

Again. A very competent young woman had just finished her bookkeeping course. The president of the college took her to the head of a concern that wanted a bookkeeper. He said: "Miss Jones, can you do our bookkeeping?" Miss Jones said: "I don't know." What is the use of having trained ability unless we have learned how to sell our services? This young woman knew, but she neither had confidence in herself nor knew how to express herself in such a way as to inspire confidence in her ability sufficiently to sell her services. I have taught Salesmanship to over five thousand men by the class and personal method; I have delivered lectures on Salesmanship to all classes of business men, and I have found by personal inquiry that lack of confidence has been the millstone around the neck of nine people out of every ten.

A Case of Good Salesmanship

The President of another Business College told me that one of his students, a young woman who had studied Salesmanship in his school, sold her services as a teacher for twenty dollars a month more than she ever received before, and that in the face of the strongest kind of competition. So we might as well learn right here at the beginning that it is just as necessary for us to learn how to sell our services as it is for us to learn that the *philosophy of Salesmanship is the philosophy of Leadership* and *the philosophy of Leader-*

ship is the philosophy of Success; we should remember also that the ability to influence is the secret of success.

Power to Influence is the Basis of Leadership

No man can take chances on being a success today without studying the philosophy of Leadership and there is little philosophy of Leadership taught anywhere today outside of the philosophy of Salesmanship. Even the colleges and universities are not, to any great extent, teaching the philosophy of Leadership. *Leadership consists in the ability to lead and control thought and action. It consists in the ability to influence people to think as we think, feel as we feel, and act as we would like to have them act.* This definition of Leadership is also a definition of Salesmanship; it is broad enough to apply to the individual seeking a position, the man selling goods, the lawyer before the jury, the governor of a state, or the president of the United States seeking an election or a re-election.

Man may be Master of Circumstances

The new and inspiring philosophy of today is making it plain to the human race as never before in all the history of the world, that *man is not the slave of his environment and his circumstances; that he can become master of himself and his circumstances; that he can control his environment and not have his environment control him; that he is master and creator of his own destiny.*

The Philosophy of the Average Man Leads to Failure

In analyzing the causes of failure, I find that they lead right back to man's thinking. I find that the philosophy of the average man is the philosophy of failure and that is the reason he is a failure. To make a success, his philosophy must be changed, there must be an educational revolution in his life. Before I go farther I want to give you my reason for saying the philosophy of the average man is the philosophy of failure. The average man thinks it isn't necessary for him to develop the study habit; he doesn't realize that knowledge is power; he doesn't realize that time is money, in fact he places no definite value on time; he doesn't realize that health is his greatest asset; he doesn't realize that whiskey and cigarette smoke diminish both health and strength; he believes that success is a matter of pull rather than push, and he doesn't realize that all pull will ever do for a man is to pull his character down eventually; he doesn't realize that character is the greatest asset in the business world, that it is the corner-stone of all success, and that there can be no lasting success without it. This is his philosophy, or part of it, and none of it is original. In fact our average man is not bothered with originality. This philosophy he has absorbed from his environment; it is the result of the impressions—the ideas which have unconsciously forced themselves into his life through daily contact with them. In fact this is the philosophy of the average man's environment. It becomes his philosophy because he is daily hearing it. He grows up with it on the street and his only salvation is to grow out of it and grow into the philosophy of success. To do this he must study

and absorb the philosophy of character building and the philosophy of success.

Doctor King on Character Building Possibly the best article ever written on the subject of Character Building and Character Analysis was written by President Henry Churchill King of Oberlin. The following is a quotation from the article.

Character Building

¶In the first place, it seems to me, that at the lower moment when it looks as if everything were going, it is well for a man to say to himself in all seriousness, *"everything is now at stake;* it is fight or die." That is the situation. A friend of mine, with the marks of a serious disease upon him, went sometime ago to a distinguished specialist in that disease and consulted him. The physician, after carefully going over his case, said to him:

¶"I think the disease has not gone so far but that if you will vigorously follow this regimen which I prescribe for you, you can still pull through."

¶My friend heard him out as to the regimen that he proposed and said, "Why, doctor, I would simply die if I had to live under that regimen."

¶The doctor somewhat gruffly turned upon him and said, "Well, die then."

¶He had just one chance. Let a man say to himself, in like manner, in one of those lower moments when he is likely to be engulfed by temptation, "It is fight or die."

¶Moreover, I think a man ought to ask himself in these lower moments: "Why, the lower moments?" And the second suggestion, therefore, that I have to make is: *Keep yourself persistently at your best.* You have no right to have these lower moments continually breaking in upon your life. Just as in health that is the secret, so here in character it is the secret. You are to guard conditions and strive to keep yourself at your very best. Not tolerable health, but superb health, what Emerson called "plus health" must be the aim. I know no way in the matter of bodily health except simply to say this: I will carefully, conscientiously observe the conditions that will keep me at my best. In the same way, no man can be certain of character who is willing barely to keep the breath of moral and spiritual life in him, and not aiming persistently at the very best of which he is capable, and therefore conscientiously observing the conditions that will keep him at his best. It is the subtle, gradual deterioration which we are to fear as death.

¶In the third place, we are to consider the conditions bodily, mental, and of association.

¶1. And, first, the bodily conditions. I suppose there is hardly a clearer lesson in all modern philosophy than the unity of man—mind and body. You may like it or you may not like it; it makes no difference. You are not now a disembodied spirit whatever you may be hereafter; you are in the body; you have to get on with your body, if you expect to make such achievements as you ought to make in your moral and spiritual life. And those conditions are not far off. Let no man think that they are unimportant. The problem of character, what

is it? *The problem of character is the problem ultimately of self-control.*

¶ That which distinguishes you from the animal below you, and that which distinguishes you as a sane man from the insane man, is to no small degree this power of self-control. The animal, James says, has a "hair-trigger constitution." What does he mean by that? He means simply that the animal, having an impulse, must yield to it, but as a human being you can hold yourself in check, and not yield to impulse, through attending to some other consideration.

¶ Self-control, I say, is the root virtue of all virtues. It is the very center of character. But the center of self-control, of course, is will. And the center of will, what is that? Attention. For if this temptation which now besets you is not to sweep you off your feet, what has got to be done? You must be able in the presence of the temptation to hold your attention fixed upon those higher considerations that ought to prevail, but seem now in danger of not prevailing; and if you can do that you are safe; and if you cannot do it you are lost.

¶ The center of character is self-control. The center of self-control is will. The center of will is attention. Now what has all this to do with the body? Just this. The greatest cause of fatigue is attention; that is what tires more than anything else. It takes nervous energy to attend; and the supreme condition, therefore, of power of attention, so far as the body is concerned, is surplus nervous energy. That is the whole problem. Character, self-control, will, attention—its supreme physical condition, surplus nervous energy. You have no right then

as a man who means to fight an honest fight to disregard the conditions through which you are to get surplus nervous energy. That means that you are going to see to it that you get sleep enough, to see that you get exercise enough, to see that you attend to all these conditions that have to do with surplus nervous energy; especially that you will avoid every species of excess, particularly emotional excess; that you will thus honestly do what you can to keep in yourself surplus nervous energy. Then you have a margin of capital, with power to attend, with power to will—therefore of self-control. The danger of fatigue, then, is manifest. The record of Saturday nights in this world of ours is a tragic record. The problem of Saturday nights is already a national problem in Germany because that is the time when men are run down, at their worst physically, and when, therefore, they are exposed to every temptation.

¶Now, one cannot always control the conditions. There will be times, when, in spite of all precautions, a man will find himself necessarily and rightly fatigued. Bear in mind that at that time you are to be especially on your guard against sudden onsets of temptation. There is nothing clearer in modern psychology than that the weakest in us bodily, mentally, morally, tends to come out in these moments of fatigue; and, therefore, at these moments we are to guard ourselves with special care against sudden temptation. Sometimes you get up in the morning with a consciousness that you are not at your best, that you are on a low physical plane, that it is going to be hard for you to be what you ought to be that day. That is the day when you can know you have

a fight on hand. You may as well prepare for it from the beginning and watch it to the end.

¶2. In the second place, there are the *mental conditions.* For it is not only true that we are one, body and mind, but it is true that this mind of ours is, in a wonderful degree, one; and the unity of the mind makes it imperative that there should be nothing lacking at any single point. We do not know when we are sapping the foundations. Let me take simply two or three illustrations of the need of heeding the unity of our mind, where many might be taken.

¶And first, *you cannot play with your memories* and be what you ought to be as moral men. There are men, for example, who like so well to tell a good story that it grows continually on their hands, and they simply get where they cannot tell the truth if they want to. You know what happens under such circumstances. These men cannot trust their memory. Now, the power of holding yourself in the presence of temptation often depends upon this; that you are able to recall vividly and with scrupulous accuracy the exact results of your previous experience; and if you have played fast and loose with your memory, it will prove false in your hour of peril.

¶And note this other danger—*vagueness of thought.* If you allow yourself to remain in this condition, you are not simply interfering with your intellectual growth; you are doing something to sap the foundation of your moral life, for the moral life is made of a series of volitions that involve the thought; vague promises, vague aspirations, do not go well with that direct kind of definite willing that belongs to character.

¶Especially in this matter of mental condition, do not forget the *necessity of power of attention,* and remember that anything you do at any time really to strengthen your power of concentrated attention is so much added to your mental and moral capital, and anything you do at any time to break down your power of attention is so much further preparation for disaster. Every time you hold yourself rigorously to the task that is appointed to you for the time, definitely attend to it and carry it through with concentrated attention, you are adding to your mental power. The human spirit is not a bundle, but an organic unity, and you cannot break down the mental and not affect the moral.

¶3. Third, we are to consider the conditions of *association.* Here I touch upon what is really the supreme condition of all conditions, and to which, here, I can only give a word. We know but one absolutely certain way to make character, and that is through a surrendering persistent association with those who have such a character as we seek. That is the only way.

¶Let me go on to say in the next place, *remember that self-control,* which is at the very center of character, in spite of its name, *is always positive,* never negative. I think many men have made disastrous mistakes at this point.

¶1. That means, first, on account of your relation to the body that you are to *seek positive help from the body.* I think Browning has that in mind in the Rabbi Ben Ezra when he says:

> "To men propose this test:
> Thy body at its best,
> How far can that project thy soul
> On its lone way?"

¶I do not think that that is a skeptical, cynical question, but I think it is a challenge, "a God-like challenge in the night to our too reluctant wills." Any man who means to be the man he can be in character, must say, "I am going to get positive help out of this body of mine."

¶And if that is to be true, he must make his body the best *instrument* that he can make it for the spirit—the very best medium for the spirit to work through. I suppose that it ought to be true that a series of photographs of a man taken from year to year through his life ought to show that the spirit is increasingly dominating the body, and that the light of the spirit, yea, of the Spirit of God, is increasingly shining out through the face, and bearing, and mien.

¶The man who intends to get the most help from his body, will, besides, make his body the very best *foundation* that he knows how to make it for the varied demands of life, broadly laid, deeply laid, and well laid.

¶He will further see to it that his bodily exercise is a direct aid, as it may be, to intellectual and will training. For all the higher forms of bodily exercise, Romanes tells us, are exercises even more of the higher brain center than of the muscles. Make your body help your soul; make your body project your soul on its lone way. One can sit down passively before nature and regard it as a limitation if he will; or he can say, by the study of the laws of nature, "I will learn its secrets and I will make nature serve me." And one can do just that with reference to his body.

¶2. Moreover, if self-control is to be positive, one must remember that *control of the emotions is always*

indirect. You cannot directly determine whether you shall feel or not. Emotion spontaneously arises in the presence of its object. That you cannot help; but you can direct your attention to another object. The small boy who is looking through the fence at a patch of watermelons that is not his, cannot prevent his mouth from watering, *but he can run.* And you cannot keep your emotions from arising in attention to the exciting object, but you can *think of something else.* You are not clay in the hands of your circumstances. You are endowed with that which makes you akin to God in His creative power—a will. You can use that will in attending to something other than this object which now works upon your emotions. We are often told today that our environment makes us. That is a dangerous half truth. The whole truth is this: Not your environment makes you, but that part of your environment to which you *attend* makes you. The same environment means different things to different men. Why? Because different men are attending to different things in it. Let ten men travel over exactly the same route to Europe; do they come back with the same things? By no means. Each man has seen and gotten what he attended to.

¶You are, then, to control your emotions indirectly through attention to some other object. You may also control your emotions by *acting in the line of those emotions that you think you ought to have. At a given time, for example,* a man may be feeling far from cheerful and without courage. This at least, he can do; he can take a good long breath, and stiffen up his backbone, and put on the mien of cheer and courage and so

doing, he is far more apt to become more cheerful and courageous. There are two sorts of selves in you, a lower and a higher. You can be true to your higher self, or you can be true to your lower self. *But you are bound to be true and loyal to your higher self,* to the very highest vision that is given you. And one of the sensible, helpful ways to get the emotions you think you ought to have is to act in the line of them. It is to no man's credit to act as badly as he feels. He is rather bound often to act much better than he feels and so acting, he will be helped to better feeling.

¶3. In the third place, positive self-control means that you are *to attend,* as I have already implied, to something else than the temptation which threatens to engulf you, to replace that tempting thought with some other. Do not merely fight a thought. You cannot get rid of a thought—this envious, foul, hateful idea that is in your mind—by simply saying this, you are persistently keeping it in mind, you *are* thinking of it. You can get rid of it in just one way: by thinking of something else. You must take the positive way out. The law is simply this—it is a very simple law: *You cannot have an empty mind, and you cannot think of two things with concentrated attention at the same time.* As you try to follow this suggestion, it may seem to you that you think of two things at the same time; you are thinking first of one thing, then of another—letting the thought you ought to hold be broken in on continually by the other thought. Only keep your attention steadily fixed upon the consideration that ought to hold, and it will hold you.

¶4. And in the fourth place, positive self-control

means that we are to heed that principle which the psychologists call the *impulsiveness of consciousness;* that is, that every thought, by its very presence in the mind, tends to pass into act, and will do so, if it is not hindered by the presence of some other thought leading in some other direction. That principle is of very great importance in all our moral and spiritual life. If you are sitting in the parlor of a friend, while you are waiting for him, and there is an open letter on the table, and you are not thinking particularly of what you are doing, but have your eyes on the letter, before you know it you will likely put out your hand and take it up and begin to read it, until you recall yourself with a start. The single idea, unchecked for the moment by any other, was present in the mind; it passed into action almost in spite of you. The teaching of modern psychology, then, is that a thought in your mind will pass into act unless checked by some other thought; and for our moral life this is strenuous counsel to *withstand beginnings.*

¶5. And positive self-control will mean, further, that you are to *resist the evil with the good;* that you are not simply to stop doing bad things because they are bad, but you are to get into the attitude that Spinoza calls the attitude of freeman and have done with the bad because you have something a great deal better to do. Change your negatives into opposite positives. I have little hope for a man who goes through his life saying, "What is the harm?" What kind of attainment can a man make in his moral life if his one great question is, "What is the harm?" and he does not replace the question with this other, "What is the very best thing that

is now open for me?" For next to bad, the good is the worst enemy of the best.

¶V. In the next place, remember that, body and *mind, you are made for action.* The body, one of our psychologists tells us, is only a machine for converting stimuli, coming into the brain by the afferent nerves, into reactions, going out by the efferent nerves. And the principle of the impulsiveness of consciousness shows with equal clearness that in mind, too, we are made for action. Every idea tends to pass into action. We are made, then, for action. This is the real justification of the far slower methods of the laboratory and seminar in modern education. *One must do, to know. It is not enough passively to receive an idea; if it is really to be yours, you must express it in some way, you must put it into act.* Your idea or ideal is not fully yours until you have expressed it. The resulting law for character is clear and unmistakable. *That which is not expressed dies.* If you would kill an idea, deny it absolutely all expression; it will die. On the other hand, if you have an idea that you wish to live, to be a reality, you must express it. You may not rest content with fine thoughts, and fancies, and sentiments, and feelings, and aspirations. If you are not willing to become mere sentimentalists, you must put them into act. Some of us have been in the habit of speaking of the danger from the theatre and from novel reading in arousing emotions and sentiments that we simply allow idly to be dissipated. We need to remind ourselves that the same law holds for emotion and sentiment, however aroused, whether by theater, or novel, or concert, or lecture, or sermon. If you have been stirred to moral feelings in

any way, as you prize your moral life, see to it that your feeling gets some real and tangible expression; put it into act.

¶ *Give the best persistently a chance at you.* The only effective road to character we know is through personal association with the best. Fill your time with positive service. *Do not drift. Have definite things on hand to do.*

Suggestive Written Exercises and Questions

¶ Write an essay of one hundred words, showing why some men fail in business and others succeed.

¶ The following questions are suggestive:

¶ What has caused the great business changes during the last decade?

¶ Why are business men compelled to study the Science of Business, Salesmanship, and Advertising today?

¶ What are the four great causes of failure?

¶ Why isn't the average man a better thinker?

¶ How can one learn to talk better?

¶ Can a man be a successful business letter writer or "ad" writer without training?

¶ How can a man train his memory and his imagination?

¶ Why is the philosophy of the average man the philosophy of failure?

¶ Define Salesmanship.

¶ Why is man the creator of his own destiny?

Note to page 28: This problem has caused much discussion. The trouble comes from the fact that some accountants figure profit as a percentage of the cost and others as a percentage of the selling price. Thomas A. Fernley in a little pamphlet entitled "The Right Way to Figure Profits," discusses this subject from the standpoint of those who believe that profits should be calculated on the selling price. Dr. Harry M. Rowe, in the November 1913 issue of "The Budget," gives a thorough discussion from the other standpoint. Practically all text books on Arithmetic insist that percentages of profit must be calculated on the cost. There is only one text book we have seen which takes the other view, and that is Bookman's Arithmetic, published by the American Book Company. We give solutions of this problem based on each of three different theories.

¶1. Article costs $1.00. Expense of handling, 22%; profit required, 10%; 22%+10%=32%. 32% of $1.00=32¢.. $1.00+32¢=$1.32, selling price.

¶2. Article costs $1.00. Expense of handling, 22%. 22% of $1.00=22¢=expense of handling. $1.00 +22¢=$1.22=gross cost. 10% of $1.22=12.2¢=10% profit on gross cost. $1.22+12.2¢=$1.342 or selling price. Practically the goods would be marked $1.35 by this plan.

¶3. Article costs $1.00. Expense of handling, 22% *of retail price;* required profit 10% *of retail price.* 22%+10%=32%=per cent. of retail price required to cover expense of handling and profit. 100%–32%= 68%=per cent. of retail price represented by cost. That is, $1.00=68% of selling price. Therefore $1.00÷.68

will be the proper selling price. $1.00÷.68=$1.47, the price at which the goods should be marked.

¶Proof of third solution. Marked price $1.47. 10% of $1.47=14.7¢ profit. 22% of $1.47=32.3¢ expense of handling. 14.7¢+32.3¢=47¢. $1.47—.47=$1.00.

¶The following tables, reprinted by permission from "Price Maintenance" by Thomas A. Fernley, are given

TABLE FOR FINDING THE SELLING PRICE OF ANY ARTICLE

COST TO DO BUSINESS	NET PER CENT PROFIT DESIRED																		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	20	25	30	35	40	50
15%	84	83	82	81	80	79	78	77	76	75	74	73	72	71	70	65	60	55	50	45	35
16%	83	82	81	80	79	78	77	76	75	74	73	72	71	70	69	64	59	54	49	44	34
17%	82	81	80	79	78	77	76	75	74	73	72	71	70	69	68	63	58	53	48	43	33
18%	81	80	79	78	77	76	75	74	73	72	71	70	69	68	67	62	57	52	47	42	32
19%	80	79	78	77	76	75	74	73	72	71	70	69	68	67	66	61	56	51	46	41	31
20%	79	78	77	76	75	74	73	72	71	70	69	68	67	66	65	60	55	50	45	40	30
21%	78	77	76	75	74	73	72	71	70	69	68	67	66	65	64	59	54	49	44	39	29
22%	77	76	75	74	73	72	71	70	69	68	67	66	65	64	63	58	53	48	43	38	28
23%	76	75	74	73	72	71	70	69	68	67	66	65	64	63	62	57	52	47	42	37	27
24%	75	74	73	72	71	70	69	68	67	66	65	64	63	62	61	56	51	46	41	36	26
25%	74	73	72	71	70	69	68	67	66	65	64	63	62	61	60	55	50	45	40	35	25

RULE—Divide the cost (invoice price with freight added) by the figure in the column of "net rate per cent. profit desired" on the line with per cent. it costs you to do business.

EXAMPLE

If a wagon costs.....$60.00
Freight..... 1.20
$61.20
You desire to make a net profit of.....5 per cent.
It costs you to do business.....19 per cent.
Take the figures in column 5 on line with 19 which is 76.

76|61.2000|$80.52—the selling price
—60 8
400
380
200
152

The percentage of cost of doing business and profit are figured on selling price.

COURTESY OF COST EDUCATIONAL ASSOCIATION

TABLE FOR FIGURING NET PROFITS

%	10%	11%	12%	13%	14%	15%	16%	17%	18%	19%	20%	21%	22%	23%	24%	25%
25	10	9	8	7	6	5	4	3	2	1	00	1 Loss	2 Loss	3 Loss	4 Loss	5 Loss
33⅓	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1	00
40	18⅔	17⅔	16⅔	15⅔	14⅔	13⅔	12⅔	11⅔	10⅔	9⅔	8⅔	7⅔	6⅔	5⅔	4⅔	3⅔
50	23⅓	22⅓	21⅓	20⅓	19⅓	18⅓	17⅓	16⅓	15⅓	14⅓	13⅓	12⅓	11⅓	10⅓	9⅓	8⅓
60	27½	26½	25½	24½	23½	22½	21½	20½	19½	18½	17½	16½	15½	14½	13½	12½
75	32½	31½	30½	29½	28½	27½	26½	25½	24½	23½	22½	21½	20½	19½	18½	17½
100	40	39	38	37	36	35	34	33	32	31	30	29	28	27	26	25

If your cost of doing business figured on sales is represented by one of the percentages in the top row and you mark your goods at one of the percentages in the row to the extreme left in addition to the delivered cost, your net percentage of profit is represented by the figure at the junction of the two columns.

Explanation—If your cost of doing business is 15 per cent. of your gross sales and you mark a line at 25 per cent. above cost, your net profit is 5 per cent. on sales—as shown in the diagram. If your cost of doing business is 18 per cent. and you mark a line at 60 per cent. above cost, your net profit is 19½ per cent. on sales.

COURTESY OF BUTLER BROS.

as a quick and convenient method of figuring the correct selling price or of determining just what the actual profits are when the selling price has been calculated in the old way.

Summary to Chapter II

¶1. The rapid transition taking place in the business world due to the application of psychology to business methods demands a leadership that is based on efficiency and character.

¶2. The inefficiency of the business methods of

the past is indicated by the inadequate usage of brain power and the meager earnings of the average man.

¶3. Efficiency essential to leadership may be secured by correct thinking, retentive memory, creative imagination, and decisive action.

¶4. Leadership consists in the ability to lead and control thoughts and actions, to influence people to think as we think, feel as we feel, and to act as we would have them act.

¶5. Character is a second important factor in leadership and is based on self-control, will power, and the ability persistently to attend to right things.

¶6. Physical and mental exhaustion invites temptation and irresolution and must be avoided by the development of the physical and mental strength that keeps one at his best in the midst of long continued strain.

¶7. Surplus physical energy is secured by regular and proper habits of sleep and exercise and by the avoidance of every species of excess, either of desire or emotion.

¶8. Mental vigor and unity are achieved by a vivid and scrupulous accuracy of memory, by definiteness of thought, and by the power of concentrated attention.

¶9. Right associations are supremely essential to the formation of right character.

¶10. Character that is positive, creative and active produces effective leadership.

CHAPTER III

Personality and How to Develop It

"The greatest and most vital power in influencing life is personality. It is greater than law, instruction, or example."—Lyman Abbott.

Personality Defined

For a good many years we have heard the subject of personality more or less discussed, but as far as I know no one has attempted to tell us what personality really is. Neither has any one told us clearly how to develop it. This, of course, is hard to do in the absence of a definition; and since there is no definition for personality, at least none that is adequate, I shall have to coin one. The following definition, of course, refers to a positive personality. *Personality is that magnetic outward expression of the inner life, which radiates courage, courtesy, and kindness. It attracts people by producing a pleasing effect, and is the product of the development of the positive qualities; it makes a man a leader in the affairs of life instead of a follower.*

Meaning of Positive Qualities

This definition will need to be defined in order to give an intelligent conception of what I mean by the "Positive Qualities." If it is hard to give a definition which adequately defines what personality really is, it is not so

hard to tell what the qualities are which are back of personality and which produce it. We can very well say that personality represents the flower of manhood and womanhood in full bloom.

One Student's Weakness I was attempting to engage the services of a Northwestern University student to sell goods during his summer vacation, when he said he did not feel competent to do it. I immediately referred to his classmate, Mr. L—, who made a great success the previous summer. He said: "Oh, yes, that is all right for Mr. L—. He has a good personality; he could succeed all right, but I couldn't. I have no personality." I asked him to tell me what he really meant by personality. I asked him to define it. He said he did not know exactly, that he could not define it. I could not define it, either.

The Key to the Problem I began immediately to study and experiment on the subject. The next Sunday after the above discussion I heard Dr. Frank W. Gunsaulus preach. I said to myself, "He has a good personality." During the same week I heard Mr. Bryan lecture, and I said, "He has a most striking personality." Well, I asked myself the question again as I looked at Mr. Bryan, "What is personality?" And these thoughts came to my mind: "He is kind, courageous, diplomatic, aggressive, honest, enthusiastic, and he seems to possess an unconquerable will." I immediately got the key which offered the solution to my perplexing problem. These qualities which I name are positive qualities. Therefore, personality is produced by de-

veloping the positive qualities and eliminating the negative qualities. Each positive quality has for its opposite a negative quality, as light—darkness; heat—cold; good—bad; honesty—dishonesty; courage—fear, etc.

Qualities that Determine Personality Here is a chart giving a list of positive and negative qualities placed under separate headings. It is rather hard to designate some of these qualities as either mental or spiritual; in fact, some of them very properly come under both heads. The positive qualities here designated should be carefully studied and developed, while their opposites, the negative qualities, should and must be weeded out. They are the murderous leeches that are sucking our very life blood, and they must be driven out of our lives with the same vigilance that a foreign army is driven from our shores. They are our enemies and they will grip us with the vengeance of a pestilence.

Mind

Positive Qualities	*Negative Qualities*
optimism	pessimism
agreeableness	disagreeableness
tact	indiscretion
kindness	harshness
courtesy	discourtesy
enthusiasm	indifference
ambition	satisfaction
courage	cowardice
initiative	inaction

the conquering spirit	aimlessness
confidence	fear
diplomacy	impudence
sincerity	insincerity
purpose	irresolution
perseverance	indecision
concentration	vacillation
knowledge	ignorance
work	laziness
patience	impatience
decision	indecision
analysis	confusion
judgment	indiscrimination
originality	dullness
thrift, saving	extravagance
reason	imbecility
wisdom	foolishness
system	carelessness
fair mindedness	suspicion
unselfishness	selfishness
openmindedness	egotism
observation	heedlessness

Soul

Positive Qualities	*Negative Qualities*
courage	fear
desire	self-satisfaction
faith	doubt
confidence	instability

honesty	dishonesty
truth	falsehood
temperance	intemperance
morality	immorality
unselfishness	selfishness
love	hate
patriotism	treason
religion	atheism
charity	malice
joy	sorrow
sympathy	incompassion
hope	despair
beauty	ugliness
loyalty	disloyalty
intuition	stupidity
cheerfulness	gloominess
trust	suspicion

Body

Positive Qualities	*Negative Qualities*
activity	indolence
gracefulness	awkwardness
physical courage	physical fear
health	sickness

The Unity of Man The physical, mental, and moral qualities in man are so closely related that an injury to one affects them all; while if one is helped, all are in some manner helped.

The Struggle Between Positive and Negative

Each normal individual when born into the world possesses these negative and positive qualities, although dormant, of course. The battle for supremacy is a battle between these two forces. The negative qualities are developed in accordance with a definite and absolute law. Failure is the inevitable result of their development. The positive qualities are also developed in accordance with a law which, is just as definite and just as absolute. The development of these qualities means success and a well-rounded life. A man fails or succeeds in life as the negative or positive qualities are in the ascendency. It is, to begin with, simply a matter of thinking. The Bible says, "As he thinketh in his heart, so is he." The psychologist says, "Every idea which enters into the mind immediately tends to express itself in action." In the beginning, personality is simply a matter of choice and thinking. If a man thinks pessimistic thoughts, nothing in the world can keep him from being a pessimist; and the world is not very kind to pessimists. If one never permits pessimism to enter his mind, but always thinks optimistic thoughts, no fate can make him anything but an optimist. If he thinks disagreeable thoughts, he will have disagreeable people to deal with, and he will be disagreeable. "Courage is the chief attribute of manliness," says Webster, while fear and other negative thoughts paralyze usefulness.

Function of Will Power

I state an absolute fact when I say that every individual possesses all the positive qualities, although some of them may be in embryo. It is possible so to develop all these qualities

as to drive out the negative qualities and build up a splendid positive personality. This ought to encourage us all, ought it not? I believe it possible in the course of a few years' time practically to revolutionize the whole personality. This can be done only by a course of positive thinking and acting. It takes will-power, but I believe will-power is a magic wonder worker. As will-power, to my mind, is the greatest word in the English language, so in the human life, will-power is the greatest quality. Will-power is the engineer. We sink or swim, survive or perish, just in accordance with his wishes. Let us remember that thoughts are powerful. If we put a drop of red or black ink into a bottle of water, it colors the water. Thought has a transforming effect upon the individual. The nerves, brain cells, and, in fact, the body, change and are continually changing at the dictation of thought. If you are angry you lose appetite. You secrete a poison which takes the body several hours to eliminate. Hate actually kills. In their acute stages love, fear, and bad news are also paralyzing to the digestion. The hair turns gray in response to thought. Thought is the most powerful agent known to man. It cures or it sickens. It makes man a servant or it makes him master.

Live the Positive Qualities

If you would have a magnificent personality, begin to live the positive qualities. Say, "I can, I will, and I must," where previously you said "I can't." Do that and at the end of the year you will be doing things with ease which it was absolutely impossible for you to do at the beginning of the year. Remember that as surely as the

sun shines you possess these positive qualities, although they may be covered up and almost hidden by the mountains of negative thoughts which have always been permitted to have the ascendency. If you have ever seen the gold mines in Colorado or California you will know what I mean. Away beneath the granite rocks and mud and gravel, the prospector finds the gold sparkling and brilliant, and only waiting for a chance to glitter in the sunshine. It was there all the time, but it was so covered up that it wasn't seen. My friend, go prospecting for the nuggets of gold which lie hidden in your own life, only waiting to be liberated from the weight of melancholy boulders which have been permitted to accumulate. It takes desire, it takes faith, it takes confidence to eliminate the debris, but it can be done. The word "impossible" does not belong to the man of positive personality. He has forced it, with every other negative quality, to leave for parts unknown. He has eliminated the negative qualities by substituting the better qualities. The way to banish the negative qualities is not to think of them at all. Do all your thinking about the positive qualities, and the negative qualities will die a natural death. I have given you the formula. I have told you how it is done. The law which leads to the development of personality is just as sure and certain as the law of gravitation.

Develop the Positive Habit

Do you want to have this personality? If you do, begin at once to develop the positive habit. Notice these two words, *positive habit.* When a habit has been formed it is hard to change it. Habit is to life what

rails are to the railroad train. The train runs where it has run before. Thoughts become actions, actions become habits, and habits grow into character and character is immortal. It is easy for the honest man to be honest. It is easy for the man who is habitually truthful to tell the truth. It is easy for the man who works hard to keep on working. It is easy for the man who gets up at six every morning to continue to get up at that hour. It is easy for the moral man to live a moral life. It is easy for the man who thinks and studies to keep on thinking and studying. These things may all be hard at first, but when the habit is formed, it is just as hard to do otherwise. I say begin now, today, to get the habit.

Personality the Result of Right Thinking

Let me repeat, personality is the result of right thinking. It is not produced by following the line of least resistance. It is produced by doing the thing that ought to be done when it ought to be done, whether we like it or not. Doing what most people think cannot be done is not only the glory of living, but is the stuff out of which personality is molded.

The Law of Growth

Do you desire a forceful, winning personality? Do you wish to stand for something positive, masterful, Godlike? Do you wish to make of yourself everything which God intended you should be? The world wants men—great men, manly men, men in whom the fire of a great life burns brightly. Do you want to be the champion of some great cause? Do you want to be a George Washington or an Abraham Lincoln to your generation? If

you do, dare to develop your personality to its highest efficiency. The great business men of our generation, the men who have done things, have been men of vital, vigorous, and aggressive personality. They have been men who possessed the conquering spirit. They had faith in the power of their personalities. They never stopped at obstacles. They wrestled with the lion of opposition and forced a victory. They developed strong, courageous personalities, because they dared attempt to do whatever they believed should be done. Have you the courage to build such a personality? Most assuredly you have, although you may not believe it. You are a man made in the image of the Almighty. You owe it to your fellows to begin today. It will take time, but you have the time on your hands anyway. When nature wants a squash, it produces it in a season. When it wants an oak it asks for time—it wants a century. You are not a squash, you are an oak.

The Three-Fold Nature of Man In order that we may better understand just how the positive qualities are developed and understand the relation of their development to success in salesmanship, or business in general, we must analyze man. We must pick him to pieces, so to speak, and find out what relation his mind bears to his body, and *vice versa.* Man, we all know, possesses a three-fold nature which is divided into the following parts: the physical, the mental, and the spiritual. These three natures, while separate in one sense, bear a direct relation to one another. Let us consider the first, the physical nature. Of course, we have nothing to do here with the different cells,

tissues, bones, etc., but we are directly interested in health. Health is the basis of all success in life, and especially in salesmanship, as the salesman requires a tremendous amount of energy.

Health Defined *Health is that normal condition of the three-fold man which enables the physical organs to perform their functions correctly and contribute to the highest development of the positive qualities, physical, mental, and moral.* There is such a thing as physical health, mental health, and spiritual health. The salesman whose arguments are not strong, forceful, energetic, and backed up by a magnetic, healthy body filled with pure red blood, whose functions are performed normally, is greatly handicapped.

Importance of Self-Study But speaking more definitely, what do we mean by "three-fold man,"—by so minutely analyzing the individual? We do it in order that we may the more rationally and carefully study ourselves. We desire to know where our weak points are, and how to eliminate them. We also wish to know just what our strong points are, and how to strengthen them. We must admit we all have our weak points as well as strong ones. The difference between the successful and unsuccessful man lies in the fact that the successful man has more of the positive qualities developed than his less fortunate neighbor. The positive qualities are a man's capital, his assets. They are salable in any market where brains are needed. The more they are developed, the higher the price they command.

Elimination by Substitution

I have known salesmen who would over-eat and over-drink and over-sleep, who would hardly ever study anything relating to their business. They would talk hard luck, and the blues, and poor territory, etc., etc. The negative qualities were given the ascendency so long that positive, forceful, energetic, and enthusiastic manhood was never permitted to have the ascendency. We can revolutionize our lives and if we are ever going to make the success of which we are capable, we must begin work today, now, to stamp the negative qualities out of our lives and develop the positive ones. This must be done at any cost of work, determination, or sacrifice. *I believe in elimination by substitution.* I believe in eliminating the negative qualities by substituting and using the positive ones. I believe in driving bad thoughts out of the mind by immediately thinking of something good. "But what has the mind to do with all this?" you ask. I spoke of the mental nature and the spiritual nature. You thoroughly understand what I mean by mental nature, but you may not all exactly agree with my third division. So for convenience, I shall use the psychologist's terms, and instead of spiritual nature, I shall use the term *subjective mind.*

Man's Two Minds

The human mind is divided into two parts as follows: the objective mind, and the subjective mind. The objective mind is the seat of reason, of judgment, of logical thinking, and of the five senses.

Functions of the Subjective Mind

The subjective mind is the habitation of memory. It is the seat of the emotions, love, patriotism, religion, and some of the positive qualities which mean most in salesmanship—qualities which a salesman should thoroughly understand and must develop. The power and secret of influencing are largely the result of the development of these subjective positive qualities. There is a peculiar relation existing between these dual minds. The objective mind makes suggestions to the subjective mind. The subjective mind accepts and believes the suggestions and performs its functions accordingly. "The subjective mind is constantly amenable to control by the power of suggestion," says Dr. Hudson.

Importance of Suggestion

To thoroughly understand this law of suggestion in its relation to business and its power in influencing people, is to increase one's earning capacity and ability by leaps and bounds. What do we mean when we say that the subjective mind controls the functions and sensations of the body? Scientists tell us that anger, jealousy, or hatred, which are distinctive negative qualities, secrete a poison in the system which it takes several hours to eliminate, besides leaving an indelible impression upon the individual. If you are distressed, you refuse to eat, you lose your appetite. If you get bad news after dinner, your food refuses to digest. Your emotions are affected, your subjective mind has taken control of your functions. Let me say in this connection that every thought which is permitted to find its resting place in the mind,

the objective mind, is communicated to the subjective mind, and, as the subjective mind governs the functions and sensations of the body, our every thought, good or bad, optimistic or pessimistic, is always at work, building up or tearing down body, nerve, and mind.

Physiological Effects of Suggestion

Doesn't this law of physiological effect mean everything to us? When we get blue, that very fact is communicated from our objective to our subjective mind, and from there to our body, where it immediately begins to secrete the poison which does its deadly work on our whole life. Didn't the ancient writer arrive at a great scientific truth when he said, "As a man thinketh, so is he?" In all reason, then, ought we not to begin to think right? It follows that if we think right we shall act right and our success will be assured providing we exercise our will power. Knowledge is power. Definite knowledge of yourself and your business is the central force in the development of an effective and powerful personality. As a matter of fact, many of the other elements of success have their rise in this one. The salesman who knows his business from A to Z is confident, courageous, and generally irresistible. He not only thinks, but he knows, that he has something it would pay the customer to buy. He has this knowledge fortified by a multitude of reasons which he can talk fluently, logically, and with the fire and enthusiasm of a "natural-born orator." The consciousness of this knowledge banishes hesitation, gives him self-possession, an easy bearing, and a conquering spirit. He is saturated with conclusive evidence. He has a splendid story. He is

overflowing with inspiration and enthusiasm because he knows he can tell it well. Such a man with such a personality can approach the railroad magnate as easily as the clerk. It is simply a matter of choice, bull-dog determination, and will power.

Man's Ignorance of Himself

If I were to ask a man how old he is he could instantly tell me. If I were to ask him where he lives he could tell me that. If I were to ask him what nationality he is he could inform me. If I were to ask him what his business is he could tell me that. But if I were to ask him to write out an analysis of his own self, tell me about his personality, describe his mind and soul faculties, I would certainly not get a very satisfactory answer. The thing men know least about in this world is their own individual selves, and that is what they should know most about. *The average man hasn't confidence in himself because he isn't acquainted with himself.* He has never analyzed himself. He knows practically nothing about his own capacity, about his own mental and spiritual faculties.

Necessity for Self-Study

Men have learned to use the microscope to study plant and insect life. They have learned to use the telescope to study the stars. Miners have learned to recognize nuggets of gold in the rough. Geologists have so studied the stones of the earth that they can easily recognize a fortune in a few rough looking uncut diamonds. But scientists have not yet invented a microscope or a telescope that will turn the searchlight upon their own minds

and search out the unknown continent within. It is amazing the amount of dormant power that is wrapped up, unused, in the average man's life, that he knows nothing about. The greatest discovery the average man makes is not through the microscope or the telescope, or in the gold mines or the diamond beds, but in himself.

Salesmanship Only one Phase

We are teaching Salesmanship but that is only one phase of the work we are doing. The greatest work we are doing is *helping you to discover yourself.* We help you to find yourself by showing you how to analyze yourself, how to discover your own faculties, and then how to develop them. Our aim is to put you on the right track. Then progress is practically assured. Our aim is to show you that you possess in some measure both the negative and the positive qualities, and also show you how the negative qualities can and must be eliminated, and how the positive qualities must be developed. In this process of development the life of the individual is necessarily revolutionized. Let me illustrate. Water is composed of two different gases. It is different from either of the gases but a product of their union. The chemical formula for water is H_2O. When two atoms of hydrogen and one atom of oxygen are combined in that proportion they produce a third element, different from either, and which we know as water.

Illustration from Chemistry

The chemical name for salt is Sodium Chloride. It is composed of two substances which are radically different. Sodium is a soft white substance, and

chlorine, when separated from salt, is a green colored poisonous gas. When these two substances unite they form an entirely different product. That proves that two substances may and do chemically unite and produce a third substance which is not a mixture but a result of the union of both.

A Matter of Cell Development Let us leave chemistry and get back to the brain. Scientists tell us there are over two billion brain cells and that they are continually changing at the dictation of thought. I am not so much interested in the number of brain cells as I am in their development, and how they are developed. The man of two billion brain cells, well developed, is much superior to the man of three billion brain cells poorly developed. The point I wish to emphasize here is that you have enough brain cells to make you successful if you will only develop and use them.

Result of Ideas When an idea comes in contact with the brain cells, we have two substances which are entirely different coming in contact with each other, and what do we find as a result? In chemistry we find a chemical change, in man we find a physical change. We find that the union of the two products produces a third which may be different from either. We find, in other words, that if a negative idea comes into the human mind, the action resulting from that negative idea will be negative, and the mind is to that ex-

tent paralyzed. Let me illustrate. A fear thought comes in contact with a brain cell. The two unite. The result is inaction and the paralysis of initiative. Had the idea been positive and the opposite of fear, the mind would have produced an immediate desire for action. *Initiative or action is the result of reason, reason is the result of thinking, and thinking is the result of an idea.* And let us remember that whether negative or positive, "Every idea that enters into the mind immediately tends to express itself in action."

Positive or Negative Thoughts If the thoughts are negative and along the line of dishonesty, immorality, fear, failure, falsehood, etc., the brain cells will inevitably be demoralized into that kind of action. But when a positive idea comes in contact with a brain cell there is created a positive force that results in positive actions, and the individual becomes to that extent a new individual and possesses new power that he knew nothing of before.

Effect of Right Thinking Therefore, if enough of these positive ideas are brought in contact with the brain cells, a revolution is bound to take place in the human life, and the individual develops from a man of mediocrity to a man of great power. He changes from a rollicking, good-for-nothing Webster on the farm, to Webster the statesman, and one of the greatest orators the world has ever known. But what brought about this revolution? A certain kind of thinking.

Unusual Emotion Essential to Growth

In this connection and to emphasize what I have said, I desire to quote the following from the pen of Lyman B. Sperry, M. D. Dr. Sperry has an international reputation as a writer and lecturer. He says: "Ordinary, habitual, unemotional mental activities do not perceptibly influence the action of the organic nerves; but whenever mental activity rises to a point which produces unusual emotion, then countless vibrations or thrills, which are in effect definite messages, flash from the cerebrospinal nerves over into the organic nerves, and increase, diminish, or in some way modify their action.

Effects of Fear

"All forms of fear, and all passions in which fear is an essential element, such as anxiety, worry, grief, envy, jealousy, anger, hatred, revenge, remorse, despondency, and despair, are mental emotions of such a nature that their nerve vibrations or messages, flowing over upon the sympathetic system, necessarily derange its action. Some of the vital functions may be unduly stimulated by certain emotions, while others may be benumbed, even to the point of paralysis. Every form of fear tends to depress organic energy, derange the nutritive processes, produce disease, and shorten life; hence, fear is the natural and constant foe of vitality, health, longevity, and efficiency of everyone who experiences it.

Reasons for These Effects

"This is true, remember, because of the fact that all such emotions or passions produce discharges of nerve force, which inevitably interfere with the normal

workings of the organic nervous system—the special machinery that directs the vital functions of the body.

Depressing Feelings Derange Organic Processes

"All mental states characterized by even a slight degree of anxiety, sorrow, or regret, not only naturally and inevitably tend to produce disease, but also to prevent recovery from diseased conditions, however they may have been produced. All anticipated harm, all trouble, whether real or imaginary, and all forms of discontent, inevitably devitalize and derange the organic processes.

Faith Tends to Healthy Growth

"On the other hand, *faith,* by which I mean the assurance of things hoped for —trust, confidence, contentment, peace, good-will, loving kindness, and an approving conscience—is a constant friend, a healthful regulator, and a positive energizer of the organic system. It is a physiological law, as well as a psychological law, that all emotions akin to faith contribute not only to one's daily comfort and happiness but also tend to establish habitual health, insure mental and physical efficiency, and promote longevity. Hence such Scriptural declarations as 'A merry heart doeth good like a medicine'; 'Godliness, with contentment is great gain'; 'Thy faith hath made thee whole'; etc., are scientifically sound."

The Evil Effects of Fear

I would like to discuss every positive quality in this lesson—show how it can be developed and also show how its opposite, the negative quality, can be uprooted and elimi-

nated. But it would take a book of several hundred pages to do all this. The quotation from Dr. Sperry shows you the physiological effect of fear. Just realize that every other negative quality affects you similarly. You will notice also the physiological effect of faith, according to Dr. Sperry. Just realize that you are affected in the same way by every positive quality. I desire to emphasize further what Dr. Sperry says about fear. It robs us of the best there is in life. It steals from us so much per day or week or month of the earnings that rightfully belong to us. If we submit, it will hold us in poverty, misery, and despair; it will dig a bottomless pit under us and equip it with a suction pump that continually pulls us down. Fear is the fatal bugaboo of the imagination. But thank the Lord we can drive it out of our lives. We can release, and forever, its slimy hold upon us. But it takes courage to do it.

Knowledge is Antidote for Fear

Knowledge is the antidote for fear as surely as light is the antidote for darkness. Courage and self-confidence are the results of knowledge. Fear is the result of ignorance. We are afraid of the darkening shadows in a room, but turn on the light and fear vanishes. Fear, if we will permit it, makes cowards of us all. There are multitudes of men who could increase their earning capacity in a better position, but they are afraid to try it. They are afraid to leave the position they have, even though it is not worthy of their best efforts, for fear they will not get a better one. Isn't that so? Hasn't it been true in your own case during some period of your life? Stop and think! Isn't it true right now? It is

fear, fear, fear all the time. Fear is based upon ignorance as courage is based upon knowledge. Eliminate ignorance and fear will vanish. Acquire the right kind of knowledge, then courage and self-confidence become a possession.

What Will You Do? What are you going to do about it? I know what you are going to do, you are going to summon your will power, throw off this slimy incubus, and fight life's battles like the real man God intended you to be. The developed positive qualities will help you do it. They will become a real mental battery of invincible personal power.

Use a Character Chart I am going to indicate a Character Chart. I want you to make one for yourself. I want you to check up every positive quality every day for a month, then keep it up for a year. Find out your weaknesses and eliminate them.

Illustration of Its Use Let us choose nine positive qualities and consider that they make the following individual average for a month—Optimism 71 per cent., Enthusiasm 70, Energy 70, Honesty 95, Cheerfulness 85, Carefulness 80, Neatness 90, Initiative 75, Courage 75. By adding these percentages together and dividing them by nine, as we find there are nine qualities, we find that we get an average of 79 per cent. That means we were 79 per cent. successful that month, that we were only 79 per cent. of our maximum possibility that month. It means that we were 21 per cent.

failure during that month. It means we were only a little more than three-fourths as successful as we should have been and could have been. It means we must be mentally systematic; it means we must check up our weaknesses, catalog them, and then kill them.

How it Works We kill the negative by practicing the positive. We kill laziness by continually hustling. We kill cowardice by doing the thing that needs to be done, regardless of whether we like it or not. We kill dishonesty by compelling ourselves to be honest about every transaction.

Possibilities Are Unlimited Possibly you never before realized it was possible to check up and speed up your brain forces and increase your efficiency and therefore your income, at least 21 per cent. Did you? You possibly did not realize that a study of this science meant such an analysis of your brain forces that you could literally check up and finally control them. This is only a beginning of what you can do for yourself as a result of this marvelous study of Mental Science. Apply this same process of elimination and substitution to every negative and positive quality you possess, and you will notice a marvelous change in yourself within a very few months. Your possibilities are really unlimited.

How Salesmen Waste Time Many salesmen get the foolish notion that Monday is not a good day for business, consequently they use that as an excuse to waste the forenoon around the house

and the afternoon around the pool halls, or other places. From Tuesday morning until Friday night they waste enough odd hours to amount to another whole day. They do not pretend to work at all on Saturday. Half of the week is absolutely lost.

Loss to Employer Let us suppose a salesman is selling typewriters and is working on a salary of thirty dollars a week. He works only half of the week. He therefore earns only fifteen dollars instead of thirty. He defrauds his employer out of fifteen dollars.

Loss to Salesman But suppose he is working on a commission and his commission amounts to thirty dollars for half a week's work. He is satisfied with what he has made and justifies himself by feeling that he has done better than a great many other salesmen anyway. What about him? He has defrauded himself out of thirty dollars that he could have earned, and possibly more, as a man can do more when he is working under a full head of steam. He has also defrauded his employer out of the profits he would have made on the sale of the extra goods.

Enormous Waste My experience as a salesman and as a sales-manager has convinced me that most of the salesmen of the country waste anywhere from one to three days a week. Such men always wonder why they do not get along faster.

Personality Vitally Important A recent writer has said: "In the soliciting business, the one force or quality that counts for more than all others in getting business is personality. We do not wish to enter into a discussion of what personality really is or how it is developed, but suffice it to say it is the sum-total of our personal attractions or winning qualities, but in many of us they have been so sadly neglected they cannot be recognized. You cannot be a great success as a salesman until you bring these winning qualities out where they can be seen. They vouch for your honesty, your sincerity, and are a proof of your interest in others. They are your letter of introduction and will gain you admission when everything else fails."

Personality is Capital A writer in "Success" says: "A pleasing personality is of untold value. It is a perpetual delight and inspiration to everyone who comes in contact with it. Such a personality is capital. Very few people ever come into your home, or see your stocks, or bonds, or lands, or interest in steamship lines, or corporations, but your personality you carry everywhere. It is your letter of credit. You stand or fall by it."

A Matter of Cultivation Another recent writer has said: "A man's personality does not come by accident; it is a natural gift, just as his mind and muscle are natural gifts, and, like them, it must be cultivated. Develop it by eliminating everything that is bad and cultivating everything that is good. Cut out the blues, and worry, and jealousy, and envy, and all

their relatives; they are man's worst enemies. Fill your whole mind and life with energy, hope, and sunshine, and an invincible determination to *do things.* Feel every minute of the day that it is the best day you ever had. Like thoughts are always attracted to each other. To think and feel enthusiasm, confidence, and success will develop in you a splendid personality and set in motion the forces that will bring prosperity and power. Every man carries the price of a splendid, noble, and successful life within himself. Be in dead earnest and your prize can be the world."

Relation to Salesmanship But what direct relation do these positive qualities bear to salesmanship? They bear the same relation which blood and nerves bear to the human body. Let us consider one of these positive qualities which I have named, viz.: preparedness. Around this quality adhere the principles which are the very heart and soul of Salesmanship. In further analyzing the word preparedness, which means the state of being prepared, a sub-division is necessary, together with an analytical outline showing how to begin the preparation.

Preparedness Means Success When an individual is prepared, it means these three things to him: Faith, confidence, and his ability to sell goods. It means confidence in himself and both confidence and faith in his business, together with a knowledge of the construction and selling qualities of his goods, of which the following is the analytical outline. This outline is deemed broad enough to cover almost any kind of manufactured product.

Analytical Outline

¶1. Who produced or manufactured it?

(a) What was the method of production?

(b) Where was it produced?

(c) Of what is it composed?

¶2. How does it compare, as to finish, material, workmanship, and price, with competitive articles put out for the same purpose?

¶3. Can it be shown that its value to the purchaser compares favorably with its cost?

¶4. What is its purpose? In other words, what is it good for?

¶5. How can it be analyzed in such a way as to appeal by a logical process of argument to the reason and judgment of the customer? What portions of it can be used to appeal to the emotional or spiritual nature of the customer?

¶6. To what class of people can it be sold?

¶7. If it can be sold to several classes of people, is there a distinctive line of argument for each class?

Always Apply Analysis Study and apply analysis in order that you may be able to analyze all kinds of goods, your competitor's as well as your own. What appears to be a small point of difference will often close the sale if the point is shown to be superior. The ability then so to analyze two or several propositions, that the point of superiority, although small, is clearly brought out, very often closes the sale.

"Everything Else Being Equal" Everything else being equal, a customer buys where he can buy cheapest. Be sure to watch the "Everything else being equal." People will not buy at a cheaper store if it is dirty, or the service poor, or the clerks incompetent. They will not buy from a traveling salesman who is slouchy and poorly groomed, or discourteous, or a poor salesman, if he has a good competitor.

Other Elements Than Price Everything is not equal as long as you have a better personality and are a better salesman. A dollar a day hotel may serve just as good meals as the $3.00 a day house. In fact the meat and groceries may have been bought from the same store, and be of the same grade, but if the bill of fare is fly specked, the napkins dirty, and the table cloth stained with coffee, the traveling public will go to the $3.00 a day house and pay the difference, because it is clean.

Lack of Confidence Without this preparation, failure would be almost sure and inevitable. My reasons are based upon the following conclusions: I have hired hundreds of men and trained or supervised the training of thousands of inexperienced college men in the United States and Canada. I picked the very best class of young men living in this generation. This I proved by comparison with other men from other walks of life whom I have hired. Out of every hundred men I hired, I feel safe in saying that ninety-five lacked confidence in themselves to begin with

and said they believed they couldn't do the work. They would invariably say, "I have never sold goods and I don't believe I have any ability along that line. I'm afraid I'd make a failure of it. I haven't much confidence in myself. I'm afraid to try it."

Reasons for This Lack What is this first step in the development of the confidence which this man must have; first, in himself, and secondly, in his proposition? He knows absolutely that he cannot talk the goods, either successfully or at all. He tries to think what he might say or how he might say it, and his imagination conjures up failure because he cannot yet see through the misty labyrinth of argument which he knows is necessary in order to convince a customer that he ought to buy his goods. He cannot see into or through this argument to begin with, because he does not know it and hence he lacks confidence. You can not convince a man that cake is made out of the product of wheat by showing him the wheat and letting him taste the cake, if this man has never seen or heard of wheat, flour, and cake. He would ask for evidence. He would have to be shown.

How to Develop Confidence The first thing for you to do in beginning this study, which leads both to confidence in your goods and confidence in yourself, is to begin an analytical study of your subject. The whole thing must be picked to pieces in the same way a jeweler picks a watch to pieces, a mechanic a self-binder, or a grammarian a sentence. If you are selling a binder you must know what each piece

is composed of, why it is made so and so, and why it is made of a certain kind of iron or wood, and why it is made in just that shape. You must thoroughly understand the construction of your machine. You must learn to think the same thoughts which the man had who made it. If you can do that, if you can find out his reasons for taking every step, you are getting a basic knowledge which, after you have learned how to talk it, will fill your heart with courage and confidence, and your mouth with words which are not only the result of skill but which will be skillfully put. It is a great thing to understand thoroughly every point in the talk or argument you are going to make, but it is a much greater art to be able to talk these ideas effectively. How many times have you seen a man get up in a meeting and in a stammering way say, "I know what I want to say, but I can't find the words," and then sit down in confusion? I have even known college graduates to be affected in this way.

Principles Apply Everywhere

The fundamental principles of salesmanship are all the same. A principle which can be used in selling one article can be used in selling any other article, no matter whether it be real estate or chickens. A friend of mine sold books successfully as a student. The book had different bindings. He developed skill in changing from a higher to a lower, or a lower to a higher priced binding. Later he went into the horse business. He sold a team one day. The man came back the next day to trade one of them for another, which he thought would make a better matched team. He traded and gave a nice sum

to boot. The horseman turned to me and said, "I did that just as easily as changing from a two-fifty to a three-fifty binding."

Faith the Basis of Confidence In order to have this confidence in yourself you must have faith in what you are going to sell. *Faith is the essential condition of confidence, and confidence is the essential condition of success.* This is not merely opinion or guess work, it is a scientific fact. Faith is the mental attitude essential to successful business-getting. "Faith is the central idea and essence of the law of suggestion." Without this faith, without this belief there would be no basis for suggesting to the other man that he should make the purchase. "The prayer of faith shall be answered" has a firm, scientific basis. Be sure you have absolute faith in the article you are going to sell. If you have not that faith, if you do not think the article is worth the money, your conscience will go back on you, and you will most assuredly end in failure, together with a considerable loss of self-respect. No man can long succeed in selling goods which he knows are not worth the money. His better nature soon revolts.

Certain Qualities Specially Important While there are a great number of positive qualities, they are not all of equal importance in the development of the salesman. I shall name here some of the positive qualities and faculties which it is absolutely essential a salesman should develop to a high degree: Preparedness, faith and confidence, the conquering spirit, cheerfulness or good cheer, courtesy, initiative,

courage, perseverance, determination, concentration, will-power, desire, health, character, judgment, and expression.

Some Great Examples America's great men have been of commanding personality. What were the qualities in the life of James G. Blaine which made him great? What were the qualities of personality which made Grant and Lincoln and McKinley great? What are the qualities which made Roosevelt great in spite of his party leaders? What are the qualities which made Mr. Bryan the leader of his party for a longer time than any other man the party ever produced? We have stated all these qualities of superb manhood in this lesson. We will approximate unto the greatness of these men as we develop self-mastery and use our will power, not only to develop these qualities but to drive out the negative qualities.

Beware of Even One Weakness A salesman's general education may be poor, while his special education may be good enough to make him a great salesman. Every quality of the individual except initiative, might be marked 100 per cent. but if that is poor, if the salesman is lazy, he will still be a failure. If every quality but appearance is marked 100 per cent. the salesman will still be a failure if he presents a seedy and uncouth appearance. The same is true in regard to personality—the salesman might be able to speak or read a dozen languages and still be a failure if his personality is weak, vacillating, and negative. One thing in this connection is worthy of the salesman's careful con-

sideration, that is this: a salesman may have developed every positive quality but one, honesty for instance, and that one negative quality may defeat him in the long run. Look out for every quality. Be sure that you do not harbor any enemies. You simply must weed out the negative and develop the positive qualities. A great and glorious success depends upon it. Pick out one new positive quality every Monday morning and determine that at any cost you will live that quality during the week and forever afterwards. It may hurt a little at first to pull up some of the weeds, but your manhood demands that you do it. You can do anything you desire.

Building Steel Rails Steel rails are made in accordance with certain definite, scientific specifications. Every ton of steel that is made today, is analyzed and tested. Every pound of steel that is made for steel rails must have a definite percentage of phosphorus in it; it must have a definite percentage of silica—which is sand; a definite percentage of sulphur; and a definite percentage of magnesium. If that steel has too much phosphorus, the rail is too hard and when the frosts of winter come it goes to pieces under the weight of the train. If it is too soft it will not stand up.

Analogy With Human Life When we build human life, manhood and womanhood, in accordance with as careful scientific specifications as we follow in building steel rails, we shall enormously increase our efficiency and our civilization will go forward

by leaps and bounds. This lesson furnishes you the specifications for building the type of man that will stand the test.

¶ Below are the positive qualities of the Intellect, of the Sensibilities, and of the Will, which must be highly developed in order to insure a man of (1) Ability, of (2) Reliability, and (3) Leadership:

1. Observation
   Concentration
   Memory
   Imagination
   Judgment
   Reason

2. Honesty
   Loyalty
   Sincerity
   Faith
   Ambition
   Enthusiasm
   Optimism

3. Decision
   Punctuality
   Courage
   Initiative

Suggestive Questions and Exercises

¶1. *What is personality?*

¶2. *What is meant by positive qualities?*

¶3. *What is meant by negative qualities?*

¶4. *Which positive qualities do you think are most important?*

¶5. *Name the three different qualities of man.*

¶6. *The human mind is divided into how many parts?*

¶7. *What are the functions of each?*

¶8. *What effect, according to Hudson, does the subjective mind have upon the body?*

¶9. *Why is good personality dependent entirely upon the development of the positive qualities?*

¶10. *Why is a good personality absolutely essential in order to become a success?*

¶11. *Why is "preparedness" or preparation essential to success in Salesmanship?*

¶12. *Give from memory what you can of the analytical outline.*

¶13. *What do you mean by confidence?*

¶14. *How is faith developed?*

¶15. *Is it possible to develop all the positive qualities but one and then fail as a business man? Give example.*

¶16. *Write one hundred words on the positive qualities which you consider most important in the development of your personality.*

¶17. *Write one hundred words showing the necessity of preparation for success.*

Summary to Chapter III

¶1. Positive Personality is the magnetic outward expression of an inner life dominated by positive and pleasing qualities.

¶2. The meaning or nature of personality is ascertained by a study of the qualities, positive and negative, that control men.

¶3. The battle for supremacy in life is a battle between the positive and the negative qualities; the ascendency of positive qualities means success; of negative ones, failure.

¶4. The negative qualities are eliminated by thinking, living, and acting the positive qualities until the positive habit is formed.

¶5. Man possesses a three-fold nature which must be studied, analyzed, and charted to determine the strong and the weak qualities.

¶6. The three-fold man—mental, moral, physical—must be kept in *health* by elimination of negative qualities through substitution of positive qualities: a process greatly facilitated by the use of suggestion.

¶7. Every idea, emotion, or passion that enters into the mind tends to express itself in action: if positive, it results in helpful, successful action; if negative, it depresses, deranges, and demoralizes action.

¶8. The development of positive qualities will change a mediocre mind into a mental battery of invincible personal power.

¶9. The principles governing personality constitute the very heart of Salesmanship and are well illustrated by the use of the positive quality—"preparedness."

¶10. Failure by even one weakness must be avoided.

CHAPTER IV

Efficiency

A Mental Revolution In the first chapter I said we were in the midst of a business revolution. That means that we are in the midst of a mental revolution. This is the age when the business man studies. He must. Competition has driven him to it. One of our prominent thinkers has said that the human mind, as a result of a knowledge of modern psychology, has made more progress during the last thirty years than during all previous history. In this chapter I want to discuss some of the positive and negative qualities which go to build up or tear down character.

Loyalty Defined Loyalty consists in giving faithful allegiance to your employer; it consists in giving whole-hearted, untiring service to the concern that furnishes you with bread and butter. Loyalty consists in working during business hours and after business hours and before business hours for the best interests of the concern. Loyalty consists in doing everything within your power to figure out some new idea or some new method that will in some way advance the interests of your concern. Every wise manager is on the alert to get a new idea or a better method of doing business. He

is also on the alert to promote any employe who is so loyal as to render such service. I know a young college professor who was so loyal to his university, who responded to so many calls for help that he not only reflected glory upon the university, but was offered the presidency of four different colleges.

Loyalty Helps to Build a Life But loyalty is its own reward. The man who will not do his best under all circumstances, who will not render the highest service of which he is capable, is not only disloyal to his employer, but he is disloyal to the dictates of his own highest self. Remember that it is an infinitely greater thing to build a life, than to make a living. Remember that whatever you do for the interests of your employer reacts upon your own life and character. Remember that every new idea or new method you originate, and every bit of exceptional service you render, is worth infinitely more in the way of building your own character and developing your own ability for a larger future service than it can possibly be worth in the way of immediate financial reward. The man who is disloyal to his employer defrauds him, but what is much worse, he goes a long way toward ruining his own character.

True Loyalty is Profitable The salesman or employe who extravagantly spends his employer's money for high priced meals and high or highest priced hotel rooms is not loyal to his house. I know one traveling man who rarely pays more than a dollar for a room in a hotel, often eats a twenty-five cent meal, and

walks when he might pay bus fare. He is getting a salary of over four hundred dollars a month and expenses and many side privileges which cost his associates money. But he is loyal to his house. On the other hand, I know scores of salesmen who pay from $1.50 to $2.50 for a room and from seventy-five cents up for meals, but they are getting from seventy-five to one hundred dollars a month and expenses. They are disloyal to their concern and, therefore, disloyal to themselves. They pay their own expense accounts in reduced salary, but they do not realize it.

Get Out or Get in Line If you cannot render your employer the most enthusiastic, loyal service, then quit. But while you are taking his money, your own self-respect requires you to boost for him and his business. You owe it to your employer and to yourself either to get in line and stay in line, or get out.

Honesty Commands a High Premium I do not believe there ever was a greater demand for men who are thoroughly honest and reliable, than there is today. I do not believe there ever was a time when business men were willing to pay such a premium for honesty as they are today. There is a mania to get rich quick in these days and in practically every case it ends in failure, remorse, and despair. It is said that a young man in Marshall Field's store had made an exceptional record. He was marked for a prominent position. They decided to test him in every way, during a period of six months, before promotion. They tested him as to his morality, his ability, and his honesty. They

left money lying around in order to tempt him. One day he picked up and kept a fifty-cent piece that was put in his way in order to tempt him. He never got the promotion. Your character will be submitted to the same gruelling tests in the future. Don't you think it will pay to develop the character to pass the required tests?

Honest Employes Exceptional A prominent retail merchant recently told me that dishonesty caused more trouble in his store than anything else. He said, "We used to expect twenty-four honest men out of every twenty-five, now it seems difficult to find more than one out of the twenty-five who is thoroughly honest." Of course his case is extreme, but I know he lost considerable money in his business through theft on the part of his clerks. The first qualification for success, in his mind, is honesty. The manager of one of the great department stores in the middle west, a store employing nearly a thousand sales people, told me that dishonesty and indifference were the "twin demons" in his store.

Loyal Service Due to Employer When you work for a man on a salary, you owe him all your loyalty, all your ambition, all your enthusiasm, and all your ability; and to engage in any outside enterprises when all your time and efforts are sold to him, is not honest. I know a young man who works in an office where his employer is absent a good deal of the time. It is necessary for him to be in the office at eight in the morning, but he is seldom there before ten, although he tells his employer he is always

there at eight. This is another phase of dishonesty to be deplored. But the employe who resorts to it is wreaking vengeance on his own life and character, and it is simply a question of days until he loses his position.

Initiative Defined One of the qualities most highly valued and most highly paid for by the business world is initiative. Initiative is going ahead and doing the thing that needs to be done without being told. Hubbard says, "The world reserves its big prizes for but one thing and that is 'initiative.'" Initiative is the result of constructive thinking. In fact, constructive thinking plus initiative gets results. A country banker said to me one day, "Can you send me a young man of initiative, a young man who will sweep out without being told, who will do his bookkeeping without being told, who will do his own work of his own accord without being told, over and over and over again?" The young man who lacks initiative is lazy, purposeless, and unwilling to do his part in life's work. Initiative is going ahead and doing to a finish what you ought to do in the position you are now in, and doing it without being told. When you do that and do it well, you will have a chance to do the big things later on.

How to Acquire Initiative Not many young men have enough initiative to stay at home in the evening, after a hard day's work, and study, when the lure of the park, the pool hall, and the skating rink is upon them. Those who have that kind of initiative are eagerly snapped up by the business world.

Success Based on Service A great philosopher has said, "He that is greatest among you shall be your servant." I believe the time is near at hand in this country when that matchless philosophy will be fulfilled. The man today who renders the greatest public service is the public's greatest benefactor, and such a one is entitled to the greatest profit. Today we ask, "What kind of service can you render?" not "How much money do you want?" If you render the service, you are sure of the money. We constantly hear the remark, "It isn't a question of what it costs but a question of what it is worth."

A Good Illustration I know a bright ambitious young man who said to the superintendent of a great concern, "I will come in and work for you two months, you to pay what you think I am worth at the end of that time. Then we will talk over a proposition for the future. I know I can satisfy you. All I want now is an opportunity to prove my value to you." That young man wasn't thinking of money, but of service. The young man who thinks only of his salary and the clock, hasn't yet learned the meaning of the word service.

Habits That Lessen Service The employe who is careless or indifferent or who thinks of his own affairs during business hours, is not giving good service; neither is the employe who chews gum or uses tobacco in any form during business hours. I honestly believe that to smoke during business hours is to reduce your value at least ten per cent.

or more. President John H. Patterson of the National Cash Register Company has possibly preached as much against smoking as any great executive in this country. He says: "Don't do it, boys, it will make you satisfied. I gave it up for that reason. I couldn't afford to be satisfied."

He Profits Most Who Serves Best The measure of your service will be the measure of your future profit. The hardware company that sent a team two miles for a broken boiler lid and made one to order for a quarter, then delivered it, was rendering a service with an eye to future business.

Two Obstacles to Success Self-satisfaction and indifference are two of the greatest obstacles that stand in the way of success today. I sometimes think that seventy-five per cent. of the people of this country are asleep half of the time. You will find evidence of self-satisfaction among people who work inside more often than those who work in the open air. Possibly the most indifferent class of sales people to be found anywhere are found in the retail stores.

Deadening Power of Indifference The indifferent man is unconcerned about either the present or the future. He is satisfied to exist. I have spent some years analyzing indifference and I am convinced that it is due largely, if not altogether, to ignorance. The indifferent man doesn't know and he doesn't know he doesn't know, and furthermore he

doesn't care. He permits little mental stimulus to enter his life. His brain is dormant and undeveloped. He has no ideal. He has little purpose and he has little ambition. I have talked to thousands of such people. They have simply blinked at me. They did not really understand and they were too lazy to investigate. Indifference is a habit born of laziness. It is the natural result of an untrained and sluggish brain. Most men are constitutionally lazy. It requires the spur of necessity to make them active. The only hope for such a man is to wake up and feed his impoverished brain; otherwise he is doomed. I often step into a retail store and ask if they have a certain article. The clerk says, "Yes," and sometimes stirs himself enough to say, "Did you want one?"

Ambition a Matter of Development

The world hasn't yet realized that ambition is quite largely a matter of development; that the brain must be fed or it will die just as surely as corn tassels die before a hot wind in July. When an idea comes to the brain, the blood brings nourishment to that brain cell and it develops, but when no ideas come, the blood does not flow that way and the unnourished cell atrophies and dies. Many men do not realize that the head was made to think with, and that success depends upon how we use it.

The Importance of Thrift

We are living in an extravagant, spend-thrift age. That is one reason so many men are penniless at the age of sixty. The idea of poverty in old age ought

to haunt every young man and make him feel the necessity of saving every dollar he can possibly get along without. When you receive an income from money invested, you multiply your earning power. When you have money invested you have more respect for yourself. You feel you are a capitalist. You are a better citizen and a better patriot. If eighty million people save a nickel a day it would amount to $1,460,000,000 a year. Save ten cents a day and invest it at six per cent. compound interest and it will amount to $6,000 in forty years. And yet we handle the nickels and dimes as if they did not amount to anything.

Avoid "Wild Cat" Schemes Look out for "wild cat" investment schemes that offer big dividends. There is an enormous amount of money lost that way every year.

Insurance a Safe Investment Every young man should take out some insurance. That is a safe investment. An insurance agent once crossed the Atlantic Ocean with Cyrus W. Field in order to get a chance to talk insurance to him. He was rewarded with a $450,000 policy. Field was worth twenty millions then, but afterwards lost it all except the insurance policy.

Wealth an Intellectual Achievement Money is not everything, but we need some of it in order to enjoy happiness and the comforts of life. Gage Tarbell, the great Life Insurance man, has said that "Wealth is an intellectual achievement." I

agree with him and so do you. The man of untrained intellect cannot produce wealth. To be able, therefore, to produce wealth honestly and legitimately is certainly an intellectual achievement to be coveted.

Chin Upper or Chin Downer A man is worth only two dollars a day from his chin down selling muscle, but as high as a hundred and forty-four thousand a year from his chin up selling brains, as President of the National Cash Register Company. Which do you want to sell, brains or muscle? It pays a good deal better to sell brains, so you better decide to be a chin upper, rather than a chin downer.

Definition of Money A large prize was once offered in England for the best definition of money. Many definitions came in but the one that won first prize was written by a woman who was a bedridden invalid. It is as follows: "Money is a commodity that will buy anything but health and happiness, and is a universal passport to everywhere but heaven."

Man's Duty to Himself Every man owes it to himself so to equip himself that he can support himself and family if he has one, take a vacation when he needs it, retire any time after sixty if he so desires, and have enough left to provide for his needs during the remaining years of his life.

Courtesy an Asset There is no other one thing which costs so little and is worth so much as courtesy. It is an outward expression of inward kind-

ness. It is an indication that the heart is right and that we delight to serve.

A Lesson in Courtesy A young man by the name of John Boyd was brought up in Pella, Iowa. He had a high school education and believed he could succeed in life. He believed in courtesy. In fact it was a part of his particular philosophy. He received an appointment as assistant doorkeeper in the House of Representatives. One day a prominent looking business man approached the doorkeeper and asked if he knew where he could find Senator Sargent of California. This doorkeeper did not particularly believe in the philosophy of courtesy anyway, and in a very pompous manner gave the stranger to understand that they had all they could do to take care of the members of the House without running after Senators. Mr. Boyd heard the conversation and it did not agree with his theory of courtesy, so he followed the stranger and told him he could find the Senator for him if he was in the building. His kindness was greatly appreciated. He hurried away, soon found the Senator, and took the stranger to him. Boyd then started to leave. The stranger gave him his card and asked him to meet him that afternoon at the hotel. When Mr. Boyd looked at the card, he was surprised to learn that the stranger was none other than Collis P. Huntington, the famous railroad president.

Consequences of Being a Gentleman When they met at the hotel that afternoon, Mr. Huntington learned that Mr. Boyd was getting twelve hundred a year. He immediately offered him

$1,800. "But," said the young man, "I don't know anything about the railroad business." "But you *do* know how to be a gentleman," said Mr. Huntington, "and that is what a lot of fellows around here *don't* know enough to be." Mr. Boyd accepted the position. His salary was raised to three thousand within a year and finally to ten thousand. Does it pay to be courteous? It pays bigger dividends in proportion to the investment than anything else I know of.

How to Concentrate It takes the average young student nearly a year to learn how to concentrate his mind upon his work. I know a boy of thirteen who is an expert with the typewriter, considering his age. He was demonstrating at a county fair and a business man tried his best to disturb him. The man asked him several questions but the boy never looked up or paid the least attention to the questions until he was through. He then asked the man what he wanted. The man at once offered him a position and asked him how he could work that way while being disturbed. The boy told him he had learned to concentrate his mind by continual practice.

Importance of Concentration I saw a machine at the World's Fair in St. Louis that so concentrated the sun's rays that it actually melted iron. The mind which concentrates is powerful, and usually routs opposition. You must first pay attention to what you are doing, then concentrate the mind upon it. This takes both energy and will power. This will be taken up in a later lesson.

Concentration Under Difficulties I have discovered that I can write just as well with a crowd talking or playing all around me, but I have also discovered that it doesn't pay to do it as it takes energy to counteract the disturbance. In studying, in writing, or in making a sale, I focus all the power of my mind on what I am doing. I entirely shut out the outside world. It takes practice to do this, but it pays big. Begin immediately to concentrate upon what you are doing. Concentration means success, while "scatteration" means failure.

Habits That Reduce Efficiency

Ingersoll on Strong Drink The business world judges a man either favorably or adversely because of his qualifications or his habits. As a whole, the business world looks askance at a man who drinks. A prominent business man of Omaha, Mr. F. W. Heron, president of the Royal Indemnity Company, says, "Liquor and business will not mix between seven o'clock in the morning and seven in the evening, if at all." Col. Ingersoll very well voiced the opinion of the business world when he said, "I am aware there is a prejudice against any man engaged in the manufacture of alcohol. I believe that from the time it issues from the coiled and poisonous worm in the distillery until it empties into the stream of death, dishonor and crime, it demoralizes everyone who touches it, from its source to where it ends. I do not believe anyone can contemplate the subject without

becoming prejudiced against the liquor crime. All we have to do, gentlemen, is to think of the wrecks on either bank of the stream of death, of the suicides, of the insanity, of the poverty, of the ignorance, of the destitution, of the little children tugging at the faded and weary breasts of weeping and despairing wives, asking for bread; of the talented men of genius it has wrecked, the men struggling with imaginary serpents, produced by this devilish thing; and when you think of the jails, of the almshouses, of the asylums, of the prisons, of the scaffolds on either bank, I do not wonder that every thoughtful man is prejudiced against this stuff called alcohol."

Testimony of Insurance Statistics In a paper read before the Association of Life Insurance Presidents by Mr. Arthur Hunter, actuary of the New York Life, some remarkable facts were presented. The paper was based on a study of the experience of forty-three leading life insurance companies, covering a period of twenty-five years, and investigating the deaths of two million policy holders. One of the facts shown by this investigation is that "Total abstainers have a mortality during the working years of life of about one-half that of those who use alcohol to the extent of two glasses of whiskey a day." Do facts mean anything to us?

Prejudice Versus Fact The gospel of maximum efficiency, as preached by the big leaders today, finds no place for either strong drink or cigarettes. This is not a question of morality, but of

business efficiency. Neither you nor I can afford to receive this information with prejudiced minds. In fact, we cannot afford to let our prejudice either stand in the way of our opportunities or chloroform our judgment. It takes a wise man to profit from the experience of wise men. Any fool can learn from experience, no matter how costly it may be.

The following quotations on the cigarette are from the pens of Elbert Hubbard and Orison Swett Marden, both world-famed writers and employers of men.

The Cigarette

¶Elbert Hubbard says, "If you want a man who will train on, flee the cigarettist as you would a pestilence. As a close observer of men and an employer of labor for over twenty-five years, I give you this: Never advance the pay of a cigarette smoker—never promote him—never depend upon him to carry a roll to Gomez, unless you do not care for Gomez and are willing to lose the roll.

¶"I say, do not promote the cigarette smoker for the time will surely come when you will rue the day you ever placed him in a position where he can plague you by doing those things which he ought not, and by leaving undone those things he should have done.

¶"I am aware that in some parts of Europe cigarette smoking is almost universal and that no special deleterious effects are noticeable. This immunity is owing to the temperament of the people and the peculiarities of the climate. My argument herein has America

and Americans in mind. Poison affects different people differently, and American nerves cannot stand artificial stimulants. The dull and phlegmatic Russian can do things we cannot. The Don, Dago, Greaser, and Turk are built on different lines from us. Americans need all the brain power they possess in their business.

¶"Cigarette smoking it not periodic—it is continuous—a slow, insidious, sure poison. Its results can be foretold as accurately as the expert chemist can foresee the end of incipient locomotor ataxia.

¶"But for the young man who has become so calloused that he smokes cigarettes in the presence of his mother, sister, or sweetheart, there is little hope. The poison has already tainted his moral nature and for him the work of dissolution, disintegration, and degeneration has begun. He is a defective—a physical, mental, and moral defective. Hope is only for the youth who is ashamed of his lapses.

¶"In preparing a culture bed for vice germs, do not omit cigarettes. Cigarettes stupefy the conscience, deaden the brain, place the affections in abeyance, and bring the beast to the surface. The burning of tobacco and paper together in contact with the saliva distils a subtle chemical poison that has its sure effects even upon the strongest constitutions.

¶"One marked peculiarity of the cigarette fiend is that invariably he makes a great discovery. It is that cleverness, astuteness, trickery, and untruth are good substitutes for simplicity, frankness, and plain, common honesty.

¶"The difference between mine and thine is a very hazy proposition to the cigarettist. Larceny and lying are sprouts that grow from the same soil.

¶"Dishonor, perfidy, disappointment, disgrace are the end of all. And so I close by again sounding a warning note to the employer of labor. Place no confidence in the cigarettist, never promote him—he is an irresponsible being—a defective. Love him if you can; pity him if you will, but give him no chance to clutch you with his nicotine fingers and drag you beneath the wave."

¶The above from Mr. Hubbard is very strong language. The following from Orison Swett Marden, himself a doctor of medicine, and also one of the world's greatest writers on Success, is even stronger.

¶He says, "I leave it to others to discuss the moral side of cigarette smoking. I denounce it simply because of its blighting, blasting effect upon one's success in life.

¶"The whole tendency of cigarette nicotine poison in youth is to arrest development. It is fatal to all normal functions. It blights and blasts both health and morals. It not only ruins the faculties, but it unbalances the mind as well. Many of the most pitiable cases of insanity in our asylums are cigarette fiends. It creates abnormal appetites, strange longings, and in many cases an almost irresistible inclination to crime. The moral depravity which follows the cigarette habit is something frightful. Lying, cheating, impurity, loss of mind, of courage and manhood, a complete dropping of life's standards all along the lines are its general results.

¶"Magistrate Crane of New York City, says: 'Ninety-nine out of a hundred boys between the ages of ten and seventeen years who come before me charged

with crime have their fingers disfigured by yellow cigarette stains. I am not a crank on this subject, I do not care to pose as a reformer, but it is my opinion that cigarettes will do more than liquor to ruin boys. When you have arraigned before you boys hopelessly deaf through the excessive use of cigarettes, boys who have stolen their sisters' earnings, boys who absolutely refuse to work, who do nothing but gamble and steal, you cannot help seeing that there is some direct cause, and a great deal of this boyhood crime is, in my mind, easy to trace to the deadly cigarette. There is something in the poison of the cigarette that seems to get into the system of the boy which destroys all moral fiber.'

¶"He gives the following probable course of a boy who begins to smoke cigarettes: 'First, cigarettes. Second, beer and liquors. Third, craps, petty gambling. Fourth, horse racing—gambling on a bigger scale. Fifth, larceny. Sixth, state prison.'

¶"Dr. J. H. Kellogg says: 'A few months ago I had all the nicotine removed from a cigarette, making a solution out of it. I injected half the quantity into a frog with the effect that the frog died almost instantly. The rest was administered to another frog with like effect. Both frogs were full grown and of average size. The conclusion is evident that a single cigarette contains poison enough to kill two frogs.'

¶"A boy who smokes twenty cigarettes a day has inhaled enough poison to kill forty frogs. Why does the poison not kill the boy? It does kill him. If not immediately, he will die sooner or later of weak heart, Bright's disease, or some other malady which scientific

physicians everywhere recognize as a natural result of chronic nicotine poisoning.

¶"A chemist, not long since, took the tobacco used in an average cigarette and soaked it in several teaspoonfuls of water and then injected a portion of it under the skin of a cat. The cat almost immediately went into convulsions, and died in fifteen minutes. Dogs have been killed by a single drop of nicotine.

Killed Both

¶"A young man died in a Minnesota State institution not long ago, who five years before had been one of the most promising young physicians of the west. 'Still under thirty years at the time of his commitment to the institution,' says a newspaper account of the story. He had already made three discoveries in nervous diseases which had made him well known in his profession. But he smoked cigarettes—smoked incessantly. For a long time the effects of the habit were not apparent, in fact, it was not until a patient died on the operating table under his hands, and the young doctor went to pieces, that it became known that he was a victim of the paper pipes. But then he had gone too far. He was a wreck in mind as well as in body, and ended his days in a maniac's cell.

Effect of Cigarette Smoking

¶" 'You smoke thirty cigarettes a day?'

¶'Yes, on the average.'

¶'You don't blame them for your run down condition?'

¶'Not in the least. I blame my hard work.'

¶The physician shook his head. He smiled in a vexed way. Then he took a leech out of a glass jar.

¶'Let me show you something,' he said. 'Bare your arm.'

¶The cigarette smoker bared his pale arm, and the doctor laid the lean, black leech upon it. The leech fell to work busily. Its body began to swell. Then, all of a sudden, a kind of shudder convulsed it, and it fell to the floor—dead.

¶'That's what your blood did to that leech,' said the physician. He took up the little corpse between his finger and thumb. 'Look at it,' he said. 'Quite dead, you see. You poisoned it.'

¶'I guess it wasn't a healthy leech in the first place,' said the cigarette smoker, sullenly.

¶'Wasn't healthy, eh? Well, we'll try again.'

¶And the physician clapped two leeches on the young man's thin arm.

¶'If they both die,' said the patient, 'I'll swear off—or, at least, I'll cut down my daily allowance from thirty to ten.'

¶Even as he spoke the smaller leech shivered and dropped on his knee dead, and a moment later the larger one fell beside it.

¶'This is ghastly,' said the young man; 'I am worse than the pestilence to these leeches.'

¶'It is the empyreumatic oil in your blood,' said the medical man. 'All cigarette smokers have it.'

¶'Doctor,' said the young man, regarding the three dead leeches thoughtfully, 'I half believe you're right.'"

University Records

¶"It is said that within the past fifty years not a student at Harvard University who used tobacco has been graduated at the head of his class, although on the average five out of six used tobacco.

¶"An investigation of all the students who entered Yale University during nine years shows that the cigarette smokers were the inferiors both in weight and lung capacity of the non-smokers, although they averaged fifteen months older.

¶"Dr. Fiske of the Northwestern Academy has asked all pupils who will not give up cigarettes to leave the academy. In one year, not one of the boys who used cigarettes stood in the front rank of scholarship.

¶" 'This is our experience in teaching more than fifty thousand young people,' says the principal of a great Business College, 'cigarettes bring shattered nerves, stunted growth, and general physical and mental degeneration. We refuse to receive users of tobacco into our institution.'

¶"Cigarette smoking is no longer simply a moral question. The great business world has taken it up as a deadly enemy of advancement and achievement. Lead-

ing business firms all over the country have put the cigarette on the prohibited list. In Detroit alone, sixty-nine merchants have agreed not to employ the cigarette user. In Chicago, Montgomery Ward & Company, Hibbard, Spencer, Bartlett & Company, and some of the larger concerns have prohibited cigarette smoking among all employes under eighteen years of age. Marshall Field & Company have this rule: 'No cigarettes can be smoked by our employes.' One of the questions in the application blanks at Wanamaker's reads: 'Do you use tobacco or cigarettes?'

¶"The superintendent of the Lindell Street Railway, of St. Louis, says: 'Under no circumstances will I hire a man who smokes cigarettes. He is as dangerous on the front of a motor as a man who drinks. In fact, he is more dangerous; his nerves are apt to give way at any moment. If I find a car running badly, I immediately begin to investigate to find if the man smokes cigarettes. Nine times out of ten he does, and then he goes for good.'

¶"E. H. Harriman, the late head of the Union Pacific Railroad system said: 'We might as well go to a lunatic asylum for our employes as to hire cigarette smokers.'

¶"The New York, New Haven and Hartford, the Chicago, Rock Island and Pacific, the Lehigh Valley, the Burlington, and many others of the leading railroad companies of this country have issued orders positively forbidding the use of cigarettes by employes while on duty.

¶"If there is anything the youth should regard as sacred and should preserve intact at all hazards, as it

affects his future more than anything else, it is his will power, and this is affected very early in the cigarette smoker, so that he finds himself a slave to a practice which was once absolutely within his volition.

¶"Cigarette smoking early impairs the digestive organs. It causes a gradual loss of appetite, and the wretched victim substitutes more cigarettes for food. In fact, he finally gets to a point where he becomes such a slave to the cigarette that he cannot do without it.

¶"Herein lies one of the greatest dangers of the cigarette. It creates a longing which it cannot satisfy.

¶"A physician in charge of a large sanatorium in the West says that three-fifths of all the men who come to the institution within a year, to be cured of the opium, morphine, or cocaine habit, have been cigarette smokers, and that sixty per cent. of these pleaded as their only excuse, the need of a stronger stimulant than the cigarette.

¶"Excessive cigarette smoking increases the heart's action very materially, in some instances, twenty-five or thirty beats a minute. Think of the enormous amount of extra work forced upon this delicate organ every twenty-four hours! The pulsations are not only greatly increased, but also, very materially weakened so that the blood is not forced to every part of the system, and hence the tissues are not nourished as they would be by means of fewer but stronger, more vigorous pulsations."

Why Commit Business Suicide?

We are willing to give so much space to this discussion of the cigarette, because no intelligent young man wants to continue a habit that will jeopardize

his whole career. The young man who persists in smoking the cigarette in the face of this violent opposition of the greatest business men of the country, is willing to commit business suicide rather than give up the little "coffin nail."

Facts Versus Opinions Health is the first requisite of success in this strenuous age, and no man who is wise will do anything to impair his health and therefore handicap himself. Many cigarette smokers are not aware of the fact that the cigarette is harmful, and they will welcome this authoritative discussion. It isn't a question of opinion but a question of facts and the facts seem to be *against* the cigarette. As Luther Burbank said to me, "The young man who smokes cigarettes will burn out his nervous system and never blossom into full grown manhood."

Suggestive Questions and Exercises

¶1. *Discuss the meaning and importance of Loyalty in the business world.*

¶2. *What is meant by Initiative?*

¶3. *What bearing has the idea of Service on business success?*

¶4. *Define Courtesy. Give illustrations from your own experience and from your reading of the value of Courtesy.*

¶5. *Name some habits that reduce efficiency.*

¶6. *What is the attitude of the business world toward these habits?*

¶7. *Debate the question: Resolved that cigarette smoking is more injurious to humanity as a whole than the use of alcohol.*

¶8. *Write an essay of one hundred words showing how you would increase your efficiency.*

¶9. *Write an essay of one hundred words on the value of rendering good service.*

Summary to Chapter IV

¶1. Among the qualities essential to efficiency is loyalty which requires faithful allegiance, untiring service, thoughtful consideration of the employer's business, with methods and ideas for the economic promotion of the same. Its rewards are promotion and the development of character.

¶2. Honesty is the best policy; it is greatly demanded and is the foremost qualification for permanent success.

¶3. Initiative is the result of constructive thinking; it is doing things without being told and doing them in a large and efficient way, and entitles one to the greatest profits.

¶4. Self-satisfaction and indifference are the obstacles that deter seventy-five per cent. of people from advancement; only by the development of ambition can their deadening influences be overcome.

¶5. Thrift, in an age of extravagance, multiplies earning power, enabling one to become a careful investor, a respected citizen, and a benefactor of mankind.

¶6. "Wealth is an intellectual achievement," discriminating between trained and unskilled labor, and making possible financial independence and comfort in old age.

¶7. Courtesy costs little, but is worth much: it opens new doors of opportunity and pays dividends out of all proportion to the investment.

¶8. The power and habit of concentration prevent disturbance, and insure success.

¶9. Among the habits that destroy efficiency and must be avoided, if one is to achieve preëminence in the business world, are intoxicating liquors and cigarettes: to use either is commercial suicide.

CHAPTER V

The Value of Time

¶Shall we have clerks and order-takers, mere automatons—or live salesmen who can create business and are expert advisers?

One Type of Salesman Stepping into a large furniture store one day to make a purchase and while waiting for the change I asked an idle clerk, a man about forty, the price of a handsome leather chair. He looked it all over for the tag, couldn't find it and said: "Bill, what is the price of this chair?" Bill said, "You will find it marked on the tag." He looked again, found the tag and said, "Fifty-nine dollars." That is all he had to say and he was a so-called salesman in one of the finest furniture stores on this continent.

Study the Goods Let us analyze this situation just a little. If you were to ask this man—I will not say salesman—to make a scientific study of salesmanship he would likely tell you he did not believe in it. But this same man spent several hours each day in that furniture store doing absolutely nothing. When I came into the store he and several others were sitting in the corner talking. Instead of

wasting his time that way let us suppose he had been making a careful study of every piece of furniture in his department. In that case he would have been within call when needed. Let us suppose he had studied the price of every article in the room. Then suppose he had gone further and found out where each article was manufactured, just what material it was made of, what was the process of manufacturing, and everything which he could possibly have found out about the manufacture of this furniture. This would have necessitated his writing the factory for information. You may say all this would have required some time, and work, and study. The reason men get small salaries all their lives is because they do not utilize their time in proper study. And then when a crash comes they are out in the street helpless.

Study Human Nature Let us suppose this man had gone still further and made a study of the furniture in relation to a color scheme, either in a home or office. Then let us suppose he had gotten clear over on his customer's side of the fence, on my side of the fence, and taken a personal interest in me. He could have induced me to sit in that large, comfortable chair and suggested the comfort I would get out of such a chair at home in the evening; how easy it would be to enjoy life and forget my cares while thus resting. Or, if I desired to study, how delightful it would be to sit in that chair. Why, I could think much better thoughts. I could think out more ideas in one hour while sitting in that chair than in two hours in any other kind of chair. Let us sup-

pose he had used his imagination and made me feel these things and led me to believe I couldn't afford not to get it, and then had told me what kind of leather the chair was made of, how it was tanned and how durable it was and how long it would last me—but he didn't. He didn't even know the price of the chair. This incident occurred in San Francisco a few days before the earthquake. How competent do you think he was to face the future while looking into the ashes of his employer's store? Is it any wonder someone has said, "Not one salesman in a hundred behind the counter is any good?"

Utilize Spare Moments The hardest thing to teach a young man is to appreciate the value of time. It is said that Joseph Cook, the great thinker and lecturer, carried a little dictionary in his pocket when a student, in order to have something to study when waiting for his meals or at other odd moments of leisure. Many of the world's great men, Gladstone among them, have carried books in their pockets in order to utilize spare moments, but we fritter away diamond minutes and golden hours doing nothing of value, and our conscience doesn't hurt us. *Time is money and knowledge is power.* But we shall never get either the money or knowledge until we learn how to utilize our time and especially our spare moments. A reputation for ability as a pool player will not help us any and it may advertise us adversely sometime when we want a position.

Time After Business Hours Most Valuable

Time is Money What is the difference between a pauper at sixty-five and Edison at that age? The difference is largely in the way each utilized his time after business hours.

Use of Spare Time You and Edison and a pauper have each one hundred and sixty-eight hours a week, no more and no less. The average man works eight hours a day, or forty-eight hours a week. He is paid for this time and he works under some one's management. He has one hundred and twenty hours a week at his own disposal. How he utilizes that time determines his destiny.

Four Hours Daily Let us do a little analyzing. Suppose you work eight hours a day, sleep eight hours, and spend three hours on your meals, toilet, etc. In that case you have five hours a day left. Suppose you spend one hour a day in recreation. You still have four hours a day left. Your destiny is going to be determined by the way you use or misuse those four hours a day.

Capitalize Your Spare Time Suppose that during two years you devote six hundred and twenty-five hours to conscientious study and that your salary is raised ten dollars a week as a result of it, what do we find? We find that ten dollars

a week amounts to five hundred dollars a year, and five hundred dollars a year is a dividend of five per cent. on ten thousand dollars. Five hundred dollars a year for twenty years equals ten thousand dollars. Your investment of six hundred and twenty-five hours in study, according to these figures, would earn you a dividend of sixteen dollars an hour. Isn't it worth while? Suppose your earning capacity at twenty-five is fifty cents an hour or twenty-four dollars a week; then your unused hour a day that you waste or utilize should be actually worth sixteen dollars or thirty-two times as much as the hour you get paid for. Do you realize the potential possibilities of the hours which so many young people carelessly toss aside with as much disregard as they would a bit of waste paper?

Some Notable Examples Unutilized time is the most valuable by-product in this country. Let us see what it has done for some men. As a working man and a clerk, Lincoln utilized his spare time, and his name will ever live in the history of this country. Lincoln and Washington, the two greatest men America ever produced or possibly ever will, were self-taught. They appreciated time and utilized it. When a telegraph operator, Edison utilized his spare time studying electricity, and has become the world's foremost inventor. As a laboring man on the railroad, J. J. Hill studied railroading during his spare time, and has become world famous as a railroad builder. Carnegie utilized his spare moments studying Salesmanship, business organization, and manufacturing, and became the world's greatest iron master. Elihu Burritt, the black-

smith, spent eleven hours a day at the forge, but mastered nineteen languages. Whitney, the inventor of the cotton gin, was a teacher, and Morse, the inventor of the telegraph, was an artist. But these men prized and utilized their precious by-product—spare time—and joined the world's immortals.

Time Lost on Street Car

In literature what do we find? Shakespeare managed a theater, Charles Lamb and Nathaniel Hawthorne were clerks, while Robert Burns was a farmer and a tax collector. But for their use of spare moments the world would never have heard of them. Possibly one man out of a thousand studies a book on a street car. The amount of valuable time lost on the street cars can never be estimated. This time could and should be utilized. It would be utilized if the men who wasted it ever realized its value. If an individual's eyes are weak and make car study impossible, one can think instead of gazing into space. A young friend of mine whose eyes are poor commits a few lines each morning and evening while on the car.

A Man's Estimate of Himself Determines His Use of Time

The man who does not appreciate his own value does not realize the value of time. The value which a man places upon himself can be easily determined by the value he places upon time. The man who properly utilizes his time will place himself in a class by himself. It is difficult to get an interview with a great executive. Luther Burbank says he can not afford to give more

than five minutes for an interview, as his time is too precious. The millionaire is a conservator of time, which he translates into money. The average youth is a spendthrift of time, the result of which is not bankable.

A Practical Plan of Procedure I suggest that you make a program covering your entire twenty-four hours. Then work in accordance with this program. Before you go to bed at night, think over the day's work just finished, and plan for the next day. On your way to your work in the morning, whether you walk or ride, either study something you have with you or concentrate upon some problem. You will find it difficult to concentrate upon one subject for twenty or thirty minutes whether walking or riding. Your mind is likely to go off on a tangent many times. Force it to concentrate on the one subject. We must learn to meditate and to concentrate in order to gain mental control.

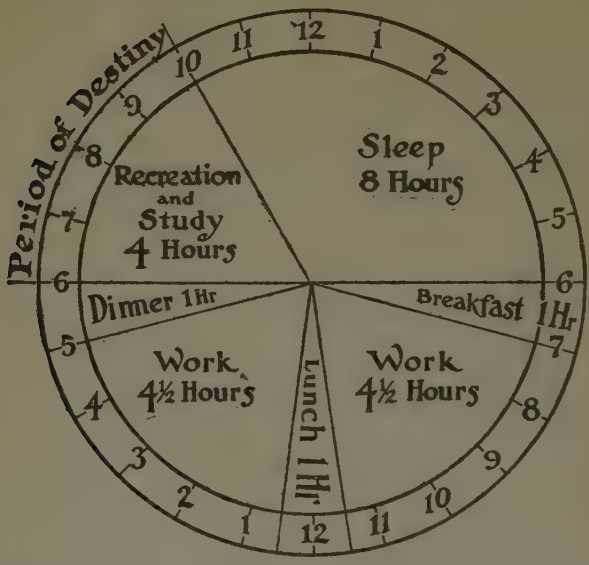
Danger of too Great Sociability If you were robbed of a dollar you would likely call the police. Suppose your time is worth just one dollar an hour. How many of your friends do you permit to rob you of one dollar's worth of time without a protest? Beware of the social instinct. Too many friends will rob you of your time and make ultimate success impossible. Do not become too friendly with anyone unless that one realizes the value of time.

Have Book at Hand for Emergencies How often do you permit a street car, a train, or some individual with whom you have made an appointment to short change you a quarter or half an

hour, simply because you have no book in your pocket and therefore must waste the time? I know a college student who carried a book of synonyms in his vest pocket for four years in order to utilize spare moments while waiting for meals, etc.

Utilize Our Time Capital Everyone has a definite income of twenty-four hours each day. This income is constant and is the same for rich and poor alike. It can be neither increased nor diminished. Out of this income must come certain fixed charges. The amount of these charges will differ somewhat, though not widely, with different individuals. From sixteen to eighteen hours will cover them in almost every instance. There remains a minimum of six hours, out of which must be met certain necessary time expenses, such as exercise, meals, and recreation. From these six hours a daily margin can be saved whose use largely determines one's success or failure. A systematic saving of a substantial margin of time out of these six hours, and a wise investment of that time in definite, personal development, will enable anyone to achieve success, regardless of his limitations.

Suggestive Time Chart



Sleep	8	hours.
Breakfast	1	hour.
Work	4½	hours.
Lunch	1	hour.
Work	4½	hours.
Dinner	1	hour.
Recreation and Study	4	hours.
Total	24	hours.

¶ The foregoing chart indicates in a graphic way one plan for the distribution of time capital. It is merely suggestive and must be varied to meet individual conditions. It covers in a general way the activities of the majority of men.

Suggestive Questions and Exercises

¶1. How should a clerk best occupy his idle time in a store?

¶2. What advantage is there in having a definite daily program?

¶3. Here is the daily program of one of our students in Iowa. Discuss it as applied to your own case.

A. M.	6:00 to 6:30	Morning toilet, including cold shower or plunge if possible.
	6:30 to 7:00	Read morning paper.
	7:00 to 7:30	Breakfast.
	7:30 to 8:00	Walk to work. (If you live close to your work, take a half hour's walk anyway.)
	8:00 to 12:00	Daily work.
	12:00 to 1:30	Lunch hour. (Circumstances vary this hour.)
P. M.	1:30 to 5:00	Daily work.
	5:00 to 6:00	Take some form of physical exercise, out doors if possible.
	6:00 to 7:00	Dinner and social hour.
	7:00 to 7:30	Read evening paper.
	7:30 to 9:30	Study some line pertaining to your work.
	9:30 to 10:00	Read some *good,* inspiring, and helpful book or magazine.

10:00 P. M. to 6:00 A. M.—Refreshing sleep.

¶4. The above program allows one hour a day to the daily papers. Is this too much or too little or just right? We think it too much.

Summary to Chapter V

¶1. The use of time, the richest legacy bequeathed to man, determines whether a salesman shall become a mere order-taker, an automaton, or, by scientific study of goods and human qualities, become an expert adviser, creating and multiplying business.

¶2. Leisure time outside of business hours may be capitalized to great profit through useful study and mental improvement.

¶3. One's use of time determines his estimate of himself, his life work, and his destiny.

¶4. Systematic saving and investment of time will enable one to achieve success, regardless of serious limitations.

CHAPTER VI

Salesmanship Analysis

Does the Science of Salesmanship Really Amount to Anything?

In beginning this study, you ask the question a good many ask who say, "What is there in this Science of Applied Salesmanship anyway?" An insurance man recently said to me, "There is absolutely nothing to salesmanship but a knowledge of human nature." He was partially right. But the average man knows very little about human nature. The ability to understand human nature thoroughly, to organize, manipulate, and control it, is the most valuable knowledge a doctor, lawyer, preacher, salesman, or business man can have. This knowledge cannot be gotten by experience alone. It requires scientific knowledge of the individual. But a knowledge of human nature alone will no more make a man a successful salesman than it will make him a successful lawyer. He must learn how to sell, just as he must learn how to practice law.

What is Salesmanship?

Salesmanship is the power to *convince*. *Salesmanship is the power, or ability to influence people to buy at a mutual profit that which we have to sell, but that which they may not have thought of buying until we called their attention to it.*

Mutual Profit Idea This definition brings out an idea which joins honesty and business in an indissoluble union. I have reference to the mutual profit idea. Profit means mutual benefit. Success in business is based upon this idea. The old business philosophy as practiced by many and as practiced by some today, had as its cardinal principle: "Do the other fellow and do him first and do him just as long as he will stand for it." Morally, this idea is wrong. In practice, it leads not only to failure, but to human degradation.

Profit Must be Mutual In order to make my meaning clearer, I will illustrate: If I make a sale and make all the profit, I am not a salesman, I am a robber. On the other hand, if I make a sale and you, or the party of the second part, make all the profit, I am still not a salesman. I am either a philanthropist, an advertiser, or a fool. A sale must be made at a profit or it is not a sale, but a sacrifice. On the other hand, the sale must benefit the one who buys or it is taking money without rendering an equivalent, and this is robbery, even if sanctioned by law.

He Profits Most Who Serves Best This idea of mutual benefit goes even deeper; its tap root is embedded in the very heart of brotherly love. It is in harmony with the highest development of the individual and of humanity. Its outward manifestation is found in human service. The highest type of service is shown in man's desire to benefit and help his fellows. It has therefore come to be a truism that the man who gives

the best service makes the most profit. In other words, "The man who serves best, profits most." This is as true of the professions as of business. The highest appreciation as well as the most profit should be given to the man who serves the public best.

Salesmanship is the Ability to Manipulate the Other Man's Mind

My next definition brings out a different idea. The definition follows: *Salesmanship is the ability to manipulate the other man's mind so as to make him think as you think, feel as you feel, and act as you would like to have him act.* This definition indicates that the salesman has a training in logic, psychology, and expression, otherwise he would not be able to manipulate the other man's mind. It also indicates that the salesman is the party of the first part, and that the individual or group he is talking to is the party of the second part. This is true whether the party of the first part is a clerk behind the counter, a salesman on the road, a lawyer before a jury, a Governor of a State, or a President of the United States seeking an election. Don't you see that in each case the party of the first part is doing the same identical thing? He is trying to convince and induce action in his behalf.

Ability to Influence, Secret of Success

We now discover that the ability to influence is the secret of success, and that every man and woman in the country is a salesman, as every individual has to use salesmanship in selling his services. The principles of Salesmanship are operative in every transaction wherever

it is necessary for one individual to influence another. Salesmanship is the ability to tell the truth about your proposition and tell it effectively. Salesmanship does not consist in *putting something over,* as so many people seem to think. This statement is suggestive of dishonesty. Salesmanship consists in truthfully and effectively describing or demonstrating the article for sale, and showing its usefulness. The greatest compliment any salesman can pay to the work he is doing is to tell the truth about it and tell if effectively.

Salesmanship a Battle of Organized Knowledge

The next definition broadens our vision still more. It is this: *Salesmanship is a battle of organized knowledge against unorganized ignorance.* Let me illustrate: I was very much interested one time in "The Horse Fair" by Rosa Bonheur in the Vanderbilt Art Gallery in New York City. These beautiful horses with champing bits and flowing manes were just as clear in the mind's eye of the artist before the picture was painted as they are to the human eye now. And why? Her art was organized in her own mind; all she had to do was to transfer the picture from her mind to the canvas. The doing of that is what we call art. The salesman must have his own knowledge as thoroughly organized as the artist. He must then be as able to transfer the picture from his own mind to the mind of his would-be customer as the artist is able to transfer the picture from his mind to his canvas.

A Broader Definition The last definition is more complete and more scientific. It includes both the man side and the material side of the subject. It shows that man must develop his positive qualities in order to be able to lead and influence to a *maximum degree.* The definition is as follows: *Salesmanship is that power or ability which is the product of the development of certain positive qualities and faculties which enables its possessor to influence and convince a large per cent. of those whom he solicits to buy at a mutual profit that which he has to sell, but that which they may not have thought of buying until he called their attention to it.* This definition includes so much that it will take several lessons to really make its meaning clear. The power to influence and convince people is not only the result of the development of certain positive qualities and faculties in the salesman, but it is the result of a great deal of knowledge, not only in regard to the article to be sold, but a knowledge of commercial conditions in general. The direct result of the development of these brain forces is character; a real, positive, aggressive, magnetic, and dynamic character. The direct result of character is the power or ability to influence.

The Four Factors Analyzed The study of this definition leads us immediately to analyze salesmanship. In making a sale there are four factors to take into consideration.

The Salesman A Trinity Let us analyze the four factors: the salesman, the customer, the goods, and the sale itself. In analyzing the

salesman we divide him into three parts, viz.: the physical, the mental, and the spiritual.

Importance of Health No man can expect to make much of a success who has not good health. The body is the dwelling place of the mind. A strong mind is not possible without a strong body. The salesman, whether behind the counter or on the road, who moves about with vim and vigor, whose eye flashes and whose every motion denotes energy, who walks with head erect and shoulders thrown back, inspires confidence and courage and can get business where the weak man fails.

Our Two Minds Objective—Subjective In analyzing the mind we find that in reality there are two minds, the objective or reasoning mind—the mind which makes use of the five senses—and the subjective mind. The subjective mind is the seat of the emotions and the finer sensibilities. It is the abiding place of the soul. The subjective mind can only reason deductively, while the objective mind reasons both inductively and deductively. The subjective mind is the seat of love, joy, patriotism, religion, ambition, intuition, and many of those qualities which mean most to the salesman. Too many salesmen state their proposition to the objective mind alone. Their argument is directed solely to the head when, if they only knew it, their appeal to the heart would be far more effective. A salesman should state his proposition in such a way as to appeal to the reason. But his solar-plexus blow, his real appeal, is made to the heart.

Value of Suggestion Suggestion is, in my mind, one of the most powerful factors in salesmanship. It is a marvelous power, and that power is exercised through the subjective mind, the mind that never sleeps. We cannot devote space in this chapter to discuss suggestion and autosuggestion so they will be taken up in a later chapter. The man who understands this great power of suggestion can not only double his income but his influence. A suggestion is made to the objective mind; the objective mind conveys it to the subjective mind, and the subjective mind tends to produce action. You may make a proposition to a man today and it will have no effect upon him. The suggestion is lodged in his subjective mind. He cannot shake it off. Tonight, while his objective mind sleeps, the subjective mind considers the suggestion. Tomorrow he has changed his mind and comes around to your way of thinking because he could not help himself. But the salesman must understand suggestion and understand just how to give this suggestion properly, if it is to have the proper effect.

Salesmanship Covers a Vast Field This subject of salesmanship is such a broad one that it is impossible to do more in this lesson than touch some of its many and varied phases. Salesmanship not only covers the work done by the man behind the counter, or the one who goes from door to door, or from office to office; but it enters into all the activities of the selling end of business. It does more than that; its roots permeate every avenue of

the factory and go clear back and are deeply embedded in the subsoil of the producer.

Advertising and Business Letter Writing

Advertising is one form of salesmanship. It is salesmanship by the literary method. The principles which hold good in salesmanship are also fundamental in advertising. Business-getting letters are purely salesmanship by another form. Strange as it may be, many salesmen who seem to understand how to arouse the interest in a personal interview forget, when writing a letter, to use the same method. The man who has mastered the science of selling by personal contact, by letter writing, and by advertising, and has developed a strong personality, wields a power that few possess.

Four Classes of Business Men

Knowledge is the basis for all action. The man who acts successfully does so because he knows and feels. Action is always the result of knowledge. Enthusiasm is the direct result of intelligence. An individual must know in order to *do*. So let us dig down a little deeper and consider four more factors. These four factors are so broad that they cover the whole field of business activity. They are as follows: *The producer, the manufacturer, the trader or salesman, and the consumer.*

All These Classes are Salesmen

The producer may be a Chinaman who produces silk from the worm. He may be a Southern cotton raiser who produces the raw cotton. In either case, his

raw product is sold to the local dealer, from him it goes on to the larger dealer, and from there to the factory. From the factory it goes to the jobber or wholesaler, from him to the retailer, and from the retailer to the consumer.

The Salesman An Expert Adviser The merchant and salesman of the future will understand, as far as possible, every process through which this material goes from the time it leaves the producer until it is sold finally to the consumer. The salesman—and when I say salesman let it be understood that I consider every man who has handled these goods a salesman, from the producer who sold them first, to the retailer who finally sold them to the consumer—the salesman who understands all these processes, together with the process of manufacture, as far as it is possible for him to learn them, knows what he is talking about. When he is selling a suit of clothes, he will know just what they are made of and something about the weave formation. He will be able to give the customer expert advice in regard to them. He will be able to give him the *reasons why*. His aim will be not only to satisfy the customer then, but to have that satisfaction continue until the goods are worn out, so that the customer will return again for another suit.

Knowledge Begets Enthusiasm Let us remember that no salesman can be enthusiastic over selling anything unless he thoroughly understands it. The salesman who knows and is enthusiastic, other things being equal, is the one who

gets the results. Let us suppose our salesperson is selling lace. This point was brought up in one of our classes in San Francisco by the head of a department in a large store, who was one of our students. He wanted to know what good it would do for a saleswoman to know where the lace was made or how it was made. He said she might have three different kinds of lace before her when the customer came in. The customer didn't know the difference between lace manufactured in Zion City, in England, or in any other part of the world and neither did the saleswoman, and he didn't see why she needed to know. The reply to that question is very simple. The aim of the salesperson should be to act as an *expert adviser* to his or her customer. How can the salesman be an expert adviser if he doesn't *know?* Furthermore, how can he have any interest in the article, or any enthusiasm in making the sale if he doesn't know? This same principle holds good no matter what you are selling. It is fundamental. Just stop a moment, my reader, and apply this test to the work *you* are doing and see how nicely it will fit. Once we learn the fundamental principles of salesmanship and learn how to apply them, we are in a fair way to master this great Science of Distribution.

Salesmanship Touches all Fields

In studying this great subject we take excursions into nearly all the fields of learning and of life. We must make a scientific study of man, and a scientific study of selling, and a scientific study of the goods, so you see this study of salesmanship is not only broad and deep but very interesting. In studying the individual we are led into making a

scientific study of human nature. We are obliged to call to our aid the principles of logic, of psychology, of philosophy, and of ethics.

First Principles in Selling Many salesmen have never thought there was such a thing as a psychology of selling, a series of mental processes through which the mind of their customer must be taken before the sale was consummated. I have asked many of them, and some who were college graduates, how they make a sale and they said they didn't know—they just made it—if they could. If I were to ask a physician what he would do in treating a case of diphtheria he would soon tell me. If I were to ask a lawyer what kind of a brief he would make out in preparing to defend a man accused of murder, he could easily tell me as soon as he had all the facts in the case. If I were to ask a famous pianist how he became noted he would tell me he first made a study of the underlying principles of music, of harmony, and when that was done he *practiced*. But when a salesman is asked how he makes a sale he says he just makes it—if he can.

The Seven Mental Processes Here are the seven mental processes through which the mind of the prospective customer must be taken before the sale is made:

¶ First.—He must be met; the introduction is the first step.

¶ Second.—His attention must be attracted favorably toward the article to be sold. *To do this the salesman must be able to create immediately a favorable mental sensation in the Prospective Customer's mind.*

The reason many salesmen do not get a hearing is because they are unable to create this favorable mental sensation immediately.

¶Third.—The salesman must arouse the Prospective Customer's interest.

¶Fourth.—He must convince him that it is to his advantage.

¶Fifth.—He must create his desire for it.

¶Sixth.—He must make his prospective customer resolve to get it.

¶Seventh.—And most important, he must know how to close the order.

¶Many salesmen succeed in doing six-sevenths of the work very well but fail on the last seventh.

Each Step Distinct and Vitally Important

Each one of these processes is separate and distinct. The man who does not understand them and understand just how to carry his customer through each step is simply working at random. Remember that to fail in handling one step is to fail in all of them. You may do everything but fail to produce an absolute conviction as to the value of the product, and that one little failure will cost you the sale. *Remember that no chain is stronger than its weakest link; and remember that all the mental processes are no stronger than the weakest one.* In other words, your ability to handle all the mental processes is no stronger than your ability to handle the one you are least able to handle. No mental process is stronger than its weakest mental link. Failure, therefore, may be the result of a little weakness. BEWARE OF THAT LITTLE WEAKNESS! These mental pro-

cesses are not only fundamental in salesmanship and advertising but in oratory as well.

Get on the Customer's Side of the Fence

While these processes will be discussed fully in future chapters, we wish to call attention to one or two interesting features here. *The first thing for a salesman to do is to get over on the customer's side of the fence.* This is very vital. Your prospective customer doesn't care one cent for you or for what you have to sell until you can show him that you have something that will *benefit him.* Your customer is not working himself gray-headed for his health. He is doing it for what there is in it, for money to support himself, or himself and family. The first statement you make to this man must be a statement which you know will interest *him.* That statement will not be about yourself and it will not be about your goods. The patent medicine ad is a good illustration of this. It just makes a man feel sure he has consumption. When it has done that the poor victim will ask for a remedy. If you can prove to a man that a certain proposition will enable him to earn a good per cent. on his investment he will ask you what it is and where he can get it. If you first try to sell him such an invention he will laugh at you. You must first create his *desire* for what you have to sell before you begin your appeal. The appeal should never be made until the argument or evidence is presented.

Principles Must be Mastered Only a few salesmen have the right conception of just how to become salesmen. No man can become a great artist, a great musician, or a great orator who works contrary to the laws of nature. Trained men have studied the action of the human mind for centuries and they have worked out what is called psychology, which is a study of mind, a study of the mental processes. Every salesman should make a study of psychology because he is succeeding only as he is working in harmony with the laws of the human mind. He may break a good many of those laws and still make a fair success, but if he disregards too many of them he will end in failure and the worst of it is he doesn't know why. "The Science of Applied Salesmanship" applies the principles of logic and psychology in making every conceivable kind of a sale, but it does vastly more than that. Our aim has been to teach the student the fundamental principles of salesmanship and psychology so that he would always know how to organize his own mind so that he might work in harmony with and take advantage of nature's laws as they govern the human mind. The human mind should be an organized file instead of a disorganized pile.

Illustration From the Lecturer My teacher of oratory, who is himself a brilliant orator and lecturer, told me once that no lecturer could prepare a good lecture in less than two years—a lecture that would stand the test and win popular favor. A lecture is after all simply a selling talk that produces results. If a lecturer must spend in the

neighborhood of two years preparing his selling talk before the public will accept it and pay him from fifty to a hundred dollars a night for it, how in the world do you expect to win maximum success as a salesman after spending but a few days at best on your argument?

Scientific Arguments Get Business

The first thing you must do is to prepare your material. When you have that done you must analyze it and organize it. You must remember that your customer's mind is a blank to your proposition. If you would create a perfectly clear picture in the mind of your customer, that picture must first stand out clearly and distinctly in your own mind. If the picture of the sale you wish to make is in a hodge-podge, unanalyzed condition in your own mind, your prospective customer will get a muddy, hodge-podge idea of it and, of course, you will neither create his desire nor bring about his conviction.

Necessity for Preparation

There is a good and a best way to present every argument. You can't expect to sell many goods until you have built up such a logical selling talk and know how to present it in such an earnest, enthusiastic manner as thoroughly to convince your prospective customer as you go along. Before you approach your customer you must have your arguments so logically arranged that they stand out as clear as crystal in your own mind. If an objection comes up it should be disposed of at once, but the talk should be so clear and convincing as to antici-

pate and answer any possible objection before it is made.

Committing a Selling Talk to Memory

One great value of committing a selling talk to memory lies in the fact that such an argument is supposed to be the best argument, one that is getting the best results, and an argument which is logical develops a logical mind in the one who commits it and uses it. No man can, or should, expect great success as a salesman until he so learns the laws of the human mind, the great principles of logic and psychology, that he can prepare and present a logical argument himself, and know just what kind of an argument is needed in order to produce conviction. A good salesman, a good talker, must first be a clear thinker. Remember always that your customer's mind is a blank. Think of yourself as an artist. Remember that an artist sees the completed picture in his mind's eye, his imagination, before he begins to paint. He sketches the outline first and then begins to fill it in. If he daubed on the paint promiscuously he would spoil the picture; a little touch here and a red line there put life and reality into the picture and soon it stands out as plain and natural to the onlooker as it first appeared to the painter. The aim of the salesman should be to paint his picture on the human mind with the skill of the artist; every argument should come in the right place. The salesman should not present his strongest points first as that might excite suspicion. He should work up to a final climax.

Analysis Necessary The student should study this course in the same way. He should become thoroughly grounded in the basic principles first, in order thoroughly to understand and appreciate the framework later on. No salesman can become a good talker until he first becomes a clear and logical thinker. He must know his goods, he must have his knowledge analyzed and know how to present it simply, clearly, and logically. He cannot do this unless he develops a logical mind and becomes a clear thinker. With this as a basis he can, with the aid of trained expression, become a great salesman.

The Salesman an Educator The schools and churches and places of public entertainment might close for one month and there would be little suffering, but let the salesmen of the world all go on a strike for one month and the industries of the whole round world would be paralyzed. The salesman supplies the necessities of life; he is one of the world's greatest civilizers and educators.

How to Convince The salesman convinces the customer when he makes him see the situation as he sees it; just as the lawyer convinces the jury when he makes them see the crime as he sees it. Merely pounding away at a man will not convince him. To convince a man you must make him believe what you believe. To do this you must give him the same evidence which compelled your conviction.

Logical Evidence Produces Conviction Can you so express your thought that your customer will see the same mental picture you see and feel the same conviction you feel? We convert men to believe as we believe, not by urging them but by giving them the evidence, the reasons, in such vivid language, so logically arranged, so skillfully organized and grouped, and with so much burning enthusiasm that they appeal to the imagination, the mind's eye, as vividly as a work of art appeals to the human eye.

Orders Lost by Failure to Convince Don't try to get the order until you have your prospective purchaser convinced. Thousands of orders are lost by so doing. If you do by chance get his order before he is thoroughly convinced, he may back out later. When a man is under the power of conviction he is bound to act. *Convince him.*

Avoid all Negative Suggestions When trying to sell an individual goods never make a negative suggestion to him. Untold thousands of dollars' worth of sales are lost in this way. If you are showing him hats and think you might sell him a panama, don't say, "I don't suppose you would want a panama?" How do you expect to sell a panama if you suggest to him that he doesn't want it? Instead you might say, "I have some handsome panama hats here that I consider very fine."

Some Illustrations Don't say to a person when showing an article, "That doesn't look bad." It would be better to say, "That looks

very fine." When you think he has bought all he desires don't say, "Now will that be all?" This is a suggestion that it is all he wants. It is better to say, "Now what else?" or, "Isn't there something else you would like?" This last induces the mind of the customer to think of what else he might want. Always ask the question in a positive manner.

Conviction in Selling Insurance Many insurance men are bores, not because they do not understand insurance but because they do not understand the human mind. They continually say, "Take some insurance; you ought to have some insurance." They might just as well go out and bay at the moon. They don't seem to realize that the prospect's mind is an absolute blank as far as insurance is concerned; just as much a blank as a painter's canvas before the painter applies the brush. The insurance man must learn how to sketch the picture of insurance on the blank mind of his customer with as much skill as the artist uses on his canvas. He paints in vivid and brilliant colors the customer's duties to his wife and family. He draws in brilliant lines the value of his particular policy. Stroke by stroke he fills in the picture until finally his prospect sees the need for insurance just as clearly as the salesman. Conviction has been produced and the policy is issued.

Importance of Imagination Imagination is the image-making power of the human mind. Imagination is the seat of constructiveness. Our great railroads and steamships and fac-

tories and corporations and inventions were at one time simply air castles of the imagination. The man who builds no air castles, who dreams no dreams, who sees no great possibilities for himself in the future, who does not think of himself as one of the leaders in some great enterprise in the future, will in all probability never be a leader. Columbus discovered a new world by using his imagination. The student who reads and studies these lessons should feel hourly and daily that this Science of Applied Salesmanship will enable him to ascend the ladder which leads to great success. He should daily suggest to himself that he can and will become a great business man and a great leader. If he does this he will see himself day by day growing into the image which his imagination created. It takes imagination to plan. No successful planning is done without it.

The Will Means Most to the Salesman

Imagination, Will, Reason, and Judgment are primal faculties of the human brain and can be developed by proper use. Of all the faculties of the human mind the "Will" means most to the individual. The man of aggressive determination can compel himself to do whatever he desires to do. There is the aggressive will, the punctual will, the conquering will, the dogged, persistent will, the assent-compelling will, and the tactful or diplomatic will which enables one to adjust himself to another who may be distasteful to him, for the other's pleasure and their mutual profit.

Salesman Must be a Traveling Educator The traveling salesman of the future must not only know his goods and how to sell them, his customers and how to convince them, but he must be a traveling educator in addition. Our salesman must know how to teach the merchant the best methods of selling goods. In this way the merchant will sell more goods, the salesman will sell more goods, the house will sell more goods, and they will all profit by it. The salesman who knows how and acts upon this suggestion will find competition dwindling to the vanishing point. Who wants to quit dealing with a salesman who has business-getting ideas to offer free of charge?

A Constant Student The greatest salesman is the one who is learning all the time and thinking all the time, continually digging deeper into his subject for better ideas and better arguments. The cry of the hour is for a broader knowledge and more thoroughness.

Study to Improve in English The ability to use the English language well is one of the great objects of a practical education. A salesman should continually study to improve his English, and his method of expression. He should strive to increase his vocabulary. Nothing so marks the man of good education as his ability to use good English and give good expression to his thoughts.

Do It Now Inability to close an order today—now—is the millstone around the neck of nearly every salesman. Men and women refuse to decide

today—they want to put it off. After making your plea and coming up to the order point you may be met by this common objection: "Well, I will think it over and let you know in a few days." The salesman who can produce conviction and compel decision immediately is earning a large salary. The following line of argument is very effective in meeting this objection.

An Effective Argument

I appreciate your desire to give the matter further thought, Mr. Blank, but you are really better prepared to make a decision today than you will be in a week from now. You see we have talked over every point carefully. The points are clearer in your mind now than they will be later. Your good judgment tells you that to decide NOW is the wise thing to do. It may take a little courage on your part to do it. You know it is the easiest thing in the world to put off making a decision. But you will agree with me, Mr. Blank, that one of the strongest characteristics of successful men is their ability to decide and act after once deciding that it is the wise thing to do; and that is just what you are going to do. Your judgment and intelligence tell you this is the thing you ought to do; your feelings and best interests make you realize it. It is only necessary now for your will to act and that can be done by putting your name on this line right here.

How to Defeat Competition

The best way to defeat competition is not to talk about it. Do all your talking about your own proposition. Re-

member that every knock is a boost. I believe in elimination by substitution. Eliminate the other fellow's proposition by putting up one which is so much better that your prospective customer will forget all about what the other salesman said.

Make Use of Every Minute Watch every minute in the day as carefully as if it were actual money. You would have a man arrested who deliberately stole your money but how often do you permit your friends to steal your time, and how often do you permit yourself to idle away an hour without accomplishing anything?

Qualities That Win Remember that good appearance, good personality, aggressiveness, enthusiasm, earnestness, sincerity, and hard work will work wonders. Cheerfulness, courtesy, and tact are the lubricators of business. Cultivate a smile and a cheerful countenance. It pays.

Study and Practice Will Bring Success I care not whether you have much or little talent for selling goods, the only way you will ever make a great success as a salesman is to study carefully and assiduously the science and art of salesmanship and put into practice at the first opportunity the new ideas you have learned. Thousands of salesmen cannot originate first-class, business-getting ideas but they can use to great advantage ideas which have been originated by others. One aim of this course is to furnish salesmen with some of the best selling arguments ever originated, but another and larger aim

is to teach salesmen how to originate and how to use first-class, business-getting arguments of their own.

Believe in Your Goods Men in this day and age haven't time to hear long arguments and long debates. Boil down what you have to say. Remember that ideas sell goods always, but long drawn-out words never do. Be brief and to the point. Try your best to make your sale at the first interview. First sell the article to yourself. Believe in it. Believe in your company and believe in yourself. Be full of conviction, then you will saturate your arguments with conviction. Determine always to make the sale *now*. Let your mental attitude be one of positive conviction.

Example of Lincoln Lincoln took up the study of geometry when in the midst of a busy life in order that he might be more logical in answering the arguments of his adversaries. If the study of salesmanship ever appears dry to you remember the value which the great Lincoln derived from studying a subject as dry as geometry. Our success is largely in proportion to the efforts we put forth. By putting forth great efforts we shall accomplish great results.

Distinction Between Science and Art There is a science of salesmanship and there is an art of salesmanship. They are both vital, essential, and distinctly separate from each other. Science, according to Herbert Spencer, means "Organized knowledge." Science as it relates to salesmanship means the organizing, correlating, and system-

atizing of the principles of salesmanship which have stood the test of reason and experience. Art consists in doing. As it relates to salesmanship, art is the application, or making such use of the scientific principles of salesmanship as to gain the largest measure of success, or make the highest possible percentage of sales to those solicited.

Knowledge of Principles Makes Results Certain Every successful salesman, whether consciously or unconsciously, uses some of the scientific principles of salesmanship, but not being understood, they are used at random and the results are uncertain. A clear understanding of the science of salesmanship, and of the best methods of applying that knowledge, produces double the results with half the effort.

Character the Corner-Stone In this lesson we have stated some of the fundamental principles of salesmanship, but the corner-stone upon which this beautiful super-structure must rest is character. The finest trained mind in all the world is simply a mockery if it is not builded on the solid rock of character. Of what value is a brilliant intellect, a great fortune, and national fame, if the guilt of grafting drives its owner to a premature grave? Such a life is worse than wasted. When young men learn that trickery, crooked dealing, and graft are in every case absolutely suicidal, and that true and lasting success never has been and never will be builded on anything less than absolute old-fashioned honesty, they have taken the first step toward a successful and self-satisfying career.

Suggestive Questions and Exercises

¶1. *What do you expect to gain from this study?*

¶2. *What is salesmanship?*

¶3. *How many factors enter into the making of a sale?*

¶4. *What have you to say about health as it relates to success in business?*

¶5. *What do you believe the study of this subject will do for you?*

¶6. *In making an exhaustive study of business, what four classes of business men do we discover?*

¶7. *What can you say about selling goods which the salesman knows little about?*

¶8. *Why should a salesman work in accordance with the laws of the human mind?*

¶9. *What can you say about holding the picture of the sale in your own mind?*

¶10. *Why should a salesman commit a selling talk to memory?*

¶11. *What is the difference between science and art?*

¶12. *Write a fifty word essay on how you would introduce yourself and apply for a position.*

Summary to Chapter VI

¶1. An inclusive definition of salesmanship involves the idea of (1) mutual profit, benefit, and service, (2) ability to influence, based upon scientific knowledge, fidelity to truth, effectiveness in presentation, (3) character that is positive, aggressive, and magnetic, and results in beneficent power over men.

¶2. A sale involves four factors: the salesman, the customer, the goods, and the sale itself.

¶3. The salesman, to be successful, must have a strong, healthy body full of vigor and nervous energy; a clear, logical mind capable of accurate reasoning; and a strong, emotional nature that can feel and inspire enthusiasm.

¶4. The good salesman must know his goods, their origin, structure, composition, and usage; he must know his customer, his nature and needs, that he may serve him as expert adviser for mutual profit.

¶5. Seven processes are involved in a sale: the introduction, the securing of attention, the arousing of interest, the producing of conviction, the creating of desire, creating resolve to buy, and the closing of the order.

¶6. The customer's interest or benefit must be kept foremost in every process of the sale.

¶7. The selling talk must be carefully prepared in accordance with the principles of salesmanship; the line of argument must be kept clearly in mind; and the presentation must be made in a clear, logical, and convincing manner. The appeal must be made to the heart as well as to the head.

¶8. Well developed reason, imagination, judgment, and will are essential to the largest success.

¶9. The traveling salesman must be a traveling educator, instructing his customers in the character and use of his goods, and in the best methods of selling them. Thus the sales to merchant, salesman, and house will be increased and competition forestalled.

¶10. The greatest salesman is one who is thirsting after a broader knowledge and more thoroughness, who seeks to improve his method of expression, his vocabulary, his command of good English, who cultivates tact, courtesy, and cheerfulness, good appearance, right character, and strong personality.

CHAPTER VII

Mental Analysis

Need of Mind Study

A great thinker has said, "The greatest of all industries is the making of men, to strengthen, ennoble, and render mighty the race of human intelligence. The rational mode of procedure must depend upon a knowledge of the faculties of the mind and the most effective condition for their employment." To do this we must study and think. Theodore Roosevelt said in one of his foreign lectures, "Now I am fifty years old, and if I had stopped learning, if I felt now that I had stopped learning, had stopped trying to better myself, I feel that my usefulness to the community would be pretty nearly at an end."

Conditions Constantly Changing

We see it is absolutely necessary to study and keep up with the times as well as down to earth. You cannot afford to worship your ideas and methods because they are good. The fact that they were good yesterday, and are good today does not mean that they will be practical and most successful five years from now. Business conditions and business methods have undergone a great change in the last ten years. Conditions in this country are changing so rapidly that business

methods are likely to be revolutionized during the next ten years. Only those who have sufficient courage and foresight will be successful. The others will fall by the wayside. Some of the greatest selling organizations of the country have almost entirely changed their methods during the last five years. They have been successful because they changed in order to meet changing conditions. Others clung tenaciously to the old methods, believing they could be applied to the new conditions. They failed before they realized what was wrong.

Analysis of Man Man is the foundation of all business success. If he is built right and works right he is bound to be successful. I am going to analyze man so that you can readily tell how to analyze yourself, eliminate your weaknesses, and develop your strong points.

Objects of This Course One of our great thinkers has given us this analysis. He says, *"By means of the intellect we know, by means of the sensibilities we feel, and by means of the will we choose; and in their co-operative action there is the movement and experience of man's mental life."* The objects of this course are: (1) The development of a keen analytical intellect as a result of a study of knowledge that is organized, tested, practical, and successful. (2) The ability to appeal to people and persuade them through an analytical knowledge of the emotions or sensibilities. (3) The ability to choose and decide and induce other people to do the same at our suggestion, as a result of a developed will that makes a man a commanding leader in the affairs of life.

The Great Mental Trinity These three are the great mental trinity. As a result of their proper development and use, man can transform himself from a weakling into a brilliant, capable leader. Dare to let this thought grip your life. Use it as a leverage to place yourself in the position which you know in your heart you are capable of filling. Remember, *"No being can be great without making himself great."* He is, therefore, forced to depend upon his own resources so that there may be a continuous development of his powers.

Study of Types In order that I may help you to get a clearer idea of the three great mental factors, the intellect, the sensibilities, and the will, I have prepared the following chart for you. *It shows the proportionate development of the three great mental factors in the various types of people.* It is understood that will means both choice and action, as it requires will to choose, decide, and act.

Know Yourself Analyze yourself in accordance with this chart and determine to which of the seven types you belong. Determine which type you will *strive* to belong to. Determine which brain force now dominates you, and where you are deficient. When you find out where you are weak, do everything in your power to overcome it.

Weakness Due to Lack of Will From the mental types indicated you realize that a man may have a splendid intellect but still be a failure because he hasn't developed leadership. He does

not take the initiative because his will is not developed. Every man who has ever spent four years in a college or university will tell you about some of the brightest students in school, young men who were brilliant students of Latin, Greek, or mathematics, young men who, the student body thought, had great careers ahead of them, but who later on were found raising a few chickens, doing carpenter work, or something similar. And why? Simply because they had only developed their intellects. They had done nothing toward developing their wills. A man without a will is about as helpless as a ship without a rudder.

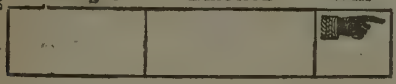
Symmetrical Development Ideal

One more illustration. You occasionally hear a scholarly sermon from a preacher who does very well in the pulpit, but who is a failure as a leader and an organizer. He, too, has failed to develop his will. Again you hear a poor sermon from a preacher who is a splendid leader and organizer. His will is developed but his intellect is neglected. The ideal man, like the ideal preacher, is the man whose intellect, emotions, and will are developed equally; the man who can both think and act. He is a thinker of thoughts and a doer of deeds.

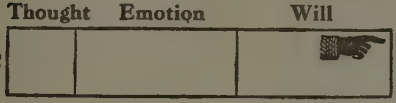
Summary of
Three Great Mental Factors

Intellect, Sensibilities and Will as Found in Different Individuals. Choice and Action Are a Part of Will.

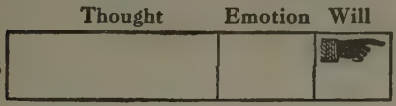
Types



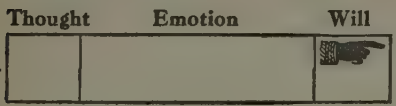
1 — Small decision and action.



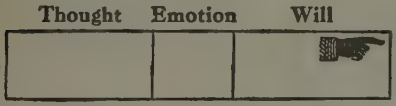
2 — Aggressive and impulsive but with poor judgment and poor sense.



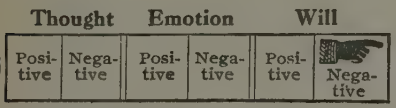
3 — The theorist, who thinks much, has slight emotion and does little—small action.



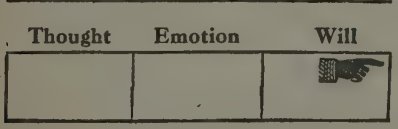
4 — Influenced by environment. Goes with the crowd.



5 — The man who succeeds, right or wrong.



6 — The man who is almost as much negative as positive—a failure.



7 — The equally developed man, who succeeds according to the Golden Rule.

Analysis of Types

1. Thought and Emotion Developed but Weak Willed

¶Weak in decision and action, and without definite purpose. Such a man may be bright, intelligent, and capable except that he is lacking in initiative, lacking in constructiveness, and perseverance. He does not seem to possess the mental energy to decide and act promptly. He lacks nerve. He is apparently either too much afraid or too lazy to try.

2. Thinks Little but has Strong Emotion and Action

¶The loud-mouthed man who is lacking in judgment and common sense.

3. The Thinker Who has Little Feeling and Will

¶The thinker, philosopher, theorist, talker, and perpetual motion man, who has a fantastic remedy for everything; who is lacking in feeling but not aggressive enough either to decide or to act.

4. Has Excess of Feeling but Thinks Little and is Weak Willed

¶The sentimentalist swayed by his emotional nature, lacks concentration and ability to think logically. Is slow to decide or act, and because of untrained judgment is as likely to make an unwise decision as a wise one. Drifts with his environment. Such people are effemi-

nate, changeable, and capricious. They lack the power to think or act. They are harmless, purposeless people who depend upon luck and whine because of their bad luck. They lack the ability to recognize an opportunity, and the courage to act if it is pointed out to them. Such men lack thought, originality, concentration, purpose, and perseverance. They look for something to turn up instead of turning it up.

5. Thought Power and Will Power Large, Emotion and Conscience Small

¶The man of intellectual equipment and strong will, the man of keen analysis, good judgment, concentration, ambition, determination, and unlimited will power. The man who cares little for conscience, whose ideal is the dollar and who proposes to get it by fair means if he can, but some other way if he must. The man who thinks business is war, and that all is fair in war. The man of the cold, intellectual type of Cæsar and Napoleon and some of our modern Captains of Industry.

6. Where Negative and Positive Qualities Nearly Equalize Each Other

¶This is simply an illustration of the negative qualities to be found in the other six types. A man's intellect, sensibilities, and will are strong simply in proportion to the development, separately or unitedly, of their positive forces and the elimination of their negative qualities. The object of this chart and analysis is to give you a better foundation for your study of man building, and a clearer understanding of personality development through the development of the posi-

tive qualities and the elimination of the negative, as found in Chapter II.

7. The Man of Symmetrical Development

¶The all-around, normally developed man. The man of intellect, the man of heart and conscience, and the man of will. The man who wins success in accordance with honesty and not in spite of dishonesty. The man who is the brains and conscience of this country. The man, who, like Marshall Field, built a reputation for absolute reliability and honesty rather than the man who disgusts trade and drives it away by marking $1.00 shirts up to $1.50 and then marking them down to ninety-five cents. Honesty of the Marshall Field kind made Field the greatest merchant in the world. Dishonesty of the other kind, while sometimes temporarily profitable, usually drives a man, either out of business entirely, or else into the junk dealing class.

Law of Growth The law of mental growth is the same as the law of physical growth. It is this: "Correct exercise of any organ develops that organ."

Importance of Business Building This subject could be continued indefinitely, but enough has been said to show you that to be successful a man must build himself and his business upon the foundation shown in type seven. In building a business, we consider the profit we make today as incidental to the profit we expect to make. *It is one thing to get business, but it is quite another thing to hold it.* If we are ambitious to get all the profit we can out of today's

transaction, regardless of the effect upon the future, we cannot call ourselves business builders, but business killers. *Business building is based upon the law of mutual benefit, good service, and satisfaction.* Business killing aims to "do the other fellow" as soon as possible and as long as he will stand for it. It registers its own doom.

The Best Arguments Win Salesmanship is a mental battle between the man who wishes to sell and the man who isn't sure he wants to buy. When a salesman and a prospect come together, the one with the best and strongest arguments usually wins. A salesman always meets an argument and a lot of objections in opposition to his own. A strong salesman always batters down these objections and overcomes the arguments. The weak salesman listens to them and forgets his own. Instead of influencing his prospect, he permits his prospect to influence him. When two men come together to consider a proposition the best man usually wins. *Be that best man.*

Methods of Developing the Will

Prompt Action Necessary Whenever you are inclined not to do a disagreeable task which you know should be done, do it at once for that reason. Whenever you dislike to go out after business, go immediately for that very reason. Do instantly any disagreeable task which should be done, be-

cause you know it is to your advantage to do it. Refuse at once to do any agreeable thing simply because it is agreeable, if it is injurious to yourself or business.

Concentrate and Plan Concentrate and use daily in making sales every requisite power you possess; you will then daily grow into a logical, scientific, and successful salesman. Make a habit of sitting down and thinking deliberately prior to every important interview. Think the thing out in advance and then when you undertake it, do your level best. In the meantime burn deeply into your inner consciousness this resolution: *"I will, I am invincible; failure is an impossibility and not to be thought of."*

Decision One Mark of Strength Decision marks the strong man from the weak man. "Indecision is the paralysis of usefulness." Get what information you can get, or need to get, upon the subject and then decide, once for all, either yes or no. Entirely too large a per cent. of the average man's life is wasted through continually putting off the moment of decision. Failure to decide promptly, and then execute immediately the thing they are convinced ought to be done, robs men of opportunity and time which would mean fortune. Vacillation will not do; you must decide one way or the other after the evidence is all in. Decision is the mark of strong men, men of courage. In making a decision, add up every point in favor of the proposition and every point against it, just as you would two rows of figures. Put them under two heads, affirmative and negative, just the same as a jury does

in an important case. After you have the reasons all down, add up the two columns, and if the affirmative has one more point in its favor than the negative, you are mathematically compelled to make your decision accordingly. This is the method followed by Senator Elihu Root. Don't think for a minute that you can reconsider it, or that sentiment has anything to do with it. It has not, except with a weakling, and you, my reader, are no weakling, or you wouldn't be studying this book.

Types of the Will There are a great many different types of will which are worth studying. We say one man is slow but sure. He is not afraid of drudgery. We might call his the slow but sure will. There are several other kinds of will which a salesman must understand and cultivate. Considering the types of will in salesmanship, the following list will give an idea of my meaning.

¶1. *The slow but sure will;* developed by constant study, constant work, and attention to details.

¶2. *The persistent will;* developed by aggressive thought and the habit of sticking to it—a determination to hang on and never let go.

¶3. *The loyal-fidelity will;* developed by thinking, by devotion to another, and ceaseless effort to help him.

¶4. *The courageous will;* developed by autosuggestion of courage, confidence, and determined effort to succeed.

¶5. *The alert will;* developed by wide-awake observation of details and people, concentration on future work, while not neglecting present work.

¶6. *The tactful will;* developed by the thoughtful

practice of adjusting one's self to others for their pleasure and one's own profit, as well as theirs.

¶7. *The assent-compelling will;* developed by continually thinking what people are going to assent to in one's proposition.

¶8. *The intuitional will;* developed by an unabated desire to be a business diplomat, being continually courteous, alert, desirous of adjusting one's self to circumstances, and always on the alert to develop intuitional ability.

Eliminate Your Weaknesses

Remember that the thing men know least about is their individual selves. Certain qualities may be developed and others eliminated. We suggest the following methods:

¶1. Correct your faults. It may hurt but it will pay.

¶2. Strengthen your weak places.

¶3. Banish fear, worry, blues, jealousy, hatred, depression, etc. These are to you what salt is to iron. They corrode and kill both you and your business.

¶4. Cultivate and practice the habit of constructive optimism. Make yourself feel cheerful, courageous, and happy.

¶5. Cultivate the habit of quick deliberation and prompt decision.

¶6. Cultivate the habit of persistence, by carefully attending to details.

¶Finally, make such a study of yourself and so adjust yourself to others that you will be well thought of. Remember that "two-thirds of your success lies in making people think you are all right."

Suggestive Written Exercises

¶1. Write a hundred word essay on the mental factors you feel that you need to develop.

¶2. Write a hundred word essay on the man whose intellect predominates.

¶3. Write a hundred word essay on the man whose emotions predominate.

¶4. Write a two hundred word essay on the man whose will is his predominating characteristic.

¶5. Is a man whose will power is highly developed best adapted for an inside detail position or an outside leadership position?

¶6. Give a specific method of developing will power.

¶7. Write one hundred words showing how you developed will power by doing what you should have done, but did not like to do.

¶8. Write a two-page letter to a prospective buyer of a sewing machine who has written a letter of inquiry. Make your letter sell the machine. Develop your will power by going to the sewing machine office and getting the necessary information.

Summary to Chapter VII

¶1. As the making of men is the greatest of all industries, so the time has come that the same scientific study must be made of the mental plant—the mind-brain apparatus, for its understanding and improvement, that has been made in recent years for the improvement of the physical plant, the apparatus and machinery, the office organization and management.

¶2. Since mental life plays so significant a role in commerce and industry, it must be brought to the psychological laboratory for analysis, for the discovery of the qualities or dispositions or processes that make for success and efficiency.

¶3. The three great mental factors are intellect, sensibilities, and will, and the manner in which these are coordinated determines the different types of men.

¶4. "Correct exercise of any organ develops that organ," and so the correct exercise of the qualities or dispositions that predominate in the better types of men may transform the weaker into the better type. Likewise the weaker qualities or dispositions may be eliminated by non-exercise.

¶5. In the conflict of business life, the best types win whether of men, arguments, or methods.

¶6. Will may be developed by prompt action in the midst of disagreeable circumstances, and by quick and definite decision after reasonable consideration. The types of will are, the slow but sure, the persistent, the loyal fidelity, the courageous, the alert, the tactful, the assent-compelling, and the intuitional.

CHAPTER VIII

The Mental Law of Sale

Mental Science Behind Physical Science

I am going to make the statement, and I do not expect to have it disproved, that Material or Physical Science is at least fifty years ahead of Mental Science, which includes Business Science. By the knowledge and use of physics and chemistry, mineral ore is made to give up the last particle of value. As a result of the same knowledge, every particle of the steer and the hog is utilized. As a result of the knowledge of the science of mechanics, machines have been invented which have doubled and quadrupled production. As a result of this same knowledge, machines, like the cash register and the adding machine, have been devised which have revolutionized modern systems and modern business organizations.

Lack of Individual Efficiency

But during all this time the efficiency of the individual worker back of the machine has not been greatly increased. Go into any first-class store and you will find an up-to-date National Cash Register standing in front of the counter. The tools to make this machine cost $600,000.00. It cost nearly half a mil-

lion more to invent and perfect it. Here is a machine that has cost a million dollars, and look what it does! It gives the merchant a complete system, an absolute record of his day's business. It gives a total record of cash sales, credit sales, money received on account, and money paid out, for the day. It even gives an itemized record of each transaction for the day and who is responsible for it. It has been called "A human brain in a steel box."

Machine More Perfect Than Man

Here is this machine in *front* of the counter, that has cost a million dollars and simply *records* the sales, but how about the man *behind* the counter who *makes* the sales? Practically nothing has been spent on him in special training in order to make him as efficient in *getting* the business as the machine is in *recording* it. Don't you see the inequality and business absurdity in the comparison? Will copper and steel alone do the work of the Cash Register? No, certainly not, unless they are first mixed with the million dollars' worth of brains. At first they are only the raw material. Will raw brains do the work of a first-class salesman or business man? Why it is unreasonable to expect it until this raw grey matter is first mixed with the right kind of education.

Man Can Increase His Efficiency

Steel rails are worth in the neighborhood of $28.00 a ton. This same steel, when put through the proper processes of refining, is worth $12,000,000 a ton when made into watch springs. The average man apparently does not realize that he, too, can increase

his value similarly by proper processes of refining. But it can be done. A man can either remain in the steel rail class and be good only for things to run on, or he can get into the watch spring class and run the whole works. I wish I might in some way so impress this statement that you—*just you*—who read it now could and would take this home to yourself and realize that it means *you*. That *you* can do it if you *will*.

Machinery Contrasted With Mind I will now show you why the mental world is so far behind the mechanical world. "Mechanics is the science of the actions and functions of machinery." "The science of mind action and function is psychology." Machinery is something practical, tangible, something that for generations men have been able to see and feel and handle with the hands. Therefore the rapid advance. The mind has been something intangible, unseen, therefore unknown, and by the majority, supposedly unknowable.

Man Ignorant of Self The reason man has failed to advance mentally is because he has failed to understand himself and his fellows. He has failed to understand the laws governing his mind. He has failed to understand human nature, the feelings, habits, instincts, and thought processes of himself and his fellows. Of course, we have had psychologists but most of them have been theoretical men and for that reason they have been unable to show the average man how to connect their theoretical principles to his practical job. In other words, the

psychologists have been, in large part, so far "up in the air" that it has been almost impossible for the average man to see any relationship between their theory and his practice, and there is a good reason for that, too—a reason which neither class has apparently understood.

Limited Education I am safe in saying that fully 90% of the business men of this country have received little better than a grammar school education. For that reason they have difficulty in learning the principles that underlie business, and how to apply a principle to different transactions. Right here is a good principle. I have found that the retail salesman cannot at first appreciate the mental law of sale when applied to specialty salesmanship, and that the specialty salesman does not appreciate the value of the mental law of sale when he sees it applied to the sale of goods at retail. Neither class of men is able at first to make the application of the principle until shown how. For that reason we make the application so clear that it is easily understood by all classes.

Mental Law of Sale With this preliminary explanation I propose to discuss the Mental Law of Sale, the mental processes through which the mind must be taken while the sale is being made, and make the application so clear from many points of view that anybody can understand it.

Two Valuable Opinions In order that I may throw a little more light on this subject, right at the beginning, I am going to quote from two great specialists. The one is Professor Walter

Dill Scott, head of the Department of Psychology of Northwestern University, the other, Hugh Chalmers, President of the Chalmers Motor Company. Prof. Scott has made a deep study of business and has written more on the subject of business psychology than any other psychologist. Hugh Chalmers, on the other hand, is one of the most brilliant young salesmen, general managers, and business generals of this generation. Their opinions are valuable.

Neglected Factor in Business Prof. Scott says: "Man is the one neglected factor in business, and the most important. Men who know how to get maximum results out of machines are common. The power to get the maximum of work out of subordinates or out of yourself is a much rarer possession. Of the elements involved in production or distribution, the human factor is today the most serious problem confronting the business man. The individual remains to be studied, trained, and developed—to be brought up to the standard of maximum results already reached by material and processes. The development of the efficiency of the individual worker has remained stationary. The reason lies in man's lack of real knowledge of his fellows—knowledge of their feelings and mind workings, habits and instincts."

Making Easier Than Selling Hugh Chalmers says: "I have been in the manufacturing business nearly all my life and I have found that it is much easier to make things than it is to sell them. It took me some time to figure that out. It

finally dawned upon me that the difference is caused through the fact that in one case you deal mostly with machinery and metals while in the other you deal entirely with the mind. Machinery is a fixed quantity. You know exactly what a machine can do and exactly what it will do under given conditions. It is very often automatic and requires little attention from anyone. It is nearly always the same. It never changes its mind. It is seldom influenced by outside conditions. When you get on the other side and try to deal with humanity, you face very different problems. Humanity thinks. It has feelings. It has sensations, decisions, prejudices. It changes its mind. It is influenced by environment and the conditions surrounding it."

¶Do you realize how similar the two opinions are? The one from a professor, the other from the president of a great manufacturing concern.

A Sale Takes Place in the Mind

I believe with Hugh Chalmers that "a sale does not take place in a man's pocket, or in his pocket-book, or his check-book, but it first takes place in his mind. In order to make a sale you must convince a man's mind. When you approach him he feels that he does not want your goods. You feel that he should have them and would buy them if he knew as much about them as you do. In order to sell him you must change his mind and bring it around to agree with yours. When we once put salesmanship on this broad plane of convincing the other man's mind, it doesn't make any difference whether we are trying to sell a house and lot or a paper of pins."

The Mental Processes I will now enumerate the mental processes through which the mind goes while the sale is being made. These processes are so important that if one of them is skipped the result will very likely be failure. The first step in making the sale is the introduction or approach, the next is getting the attention, then arousing interest, producing conviction, creating desire, creating resolve to buy, and last and most important, closing the order.

Processes Closely Connected There are several processes here enumerated and some of them blend very closely into the others, but I consider them all essential in order to make this law as clear as crystal to every salesman who studies it. It can be abridged as follows: Attention, interest, conviction, close, but in so doing it omits the introduction and the desire to purchase. It gives only one kind of conviction and there are really two. The man is first convinced that the proposition is a good one. He becomes satisfied of this, then he desires it. He next resolves to get it, which means that he is convinced he ought to get it.

The Introduction We will first consider the introduction and what may be called the approach. The two individuals meet. The salesman greets his prospective customer and sometimes shakes hands with him, but not always. I want you to think of this salesman as the party of the first part. His sole object is to convince and persuade the party of the second part to think as he thinks, feel as he

feels, and act as he would like to have him act. But how? Here is where the laws governing the mind must be considered. If they are not considered, either consciously or unconsciously, or if only part of them are broken, the interview is likely to result in failure.

A Poor Approach When the party of the second part is met he is curious. He is anxious to know what his visitor wants. If the salesman sells pianos, and says: "My name is Jones, and I want to show you a piano, or I want to know if you don't want to buy a piano," his prospect will very likely say, "No, I do not," and walk away, simply because the salesman has failed to approach him in the right way, and has therefore broken one of the first laws leading to the successful culmination of the transaction. He has failed to address his prospect favorably. He has antagonized him just a little, by failure to get over on his side of the fence and address him from his point of view.

A Decided Improvement Let us suppose that he addressed him like this, "Mr. Brown, my name is Jones, I represent the Blank Piano Company and I was referred to you by Mr. So and So who said you were in the market for a piano. The object of my visit is to show you that the Blank Piano will give you better service for the money than any other piano."

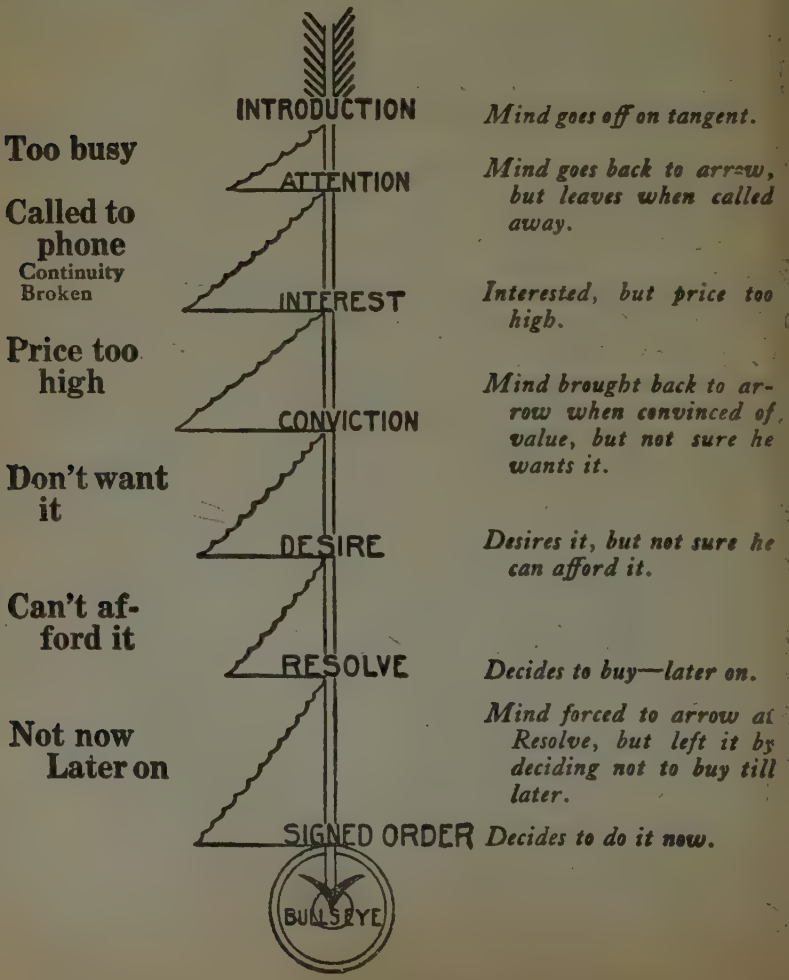
Customer's View-Point Don't you see that in this case the salesman immediately talks to his customer from the standpoint of his customer's *interests* and *needs*, and not from the standpoint of *his*

desire to sell? It is one thing, therefore, to meet a man and greet him, but to get his attention away from you and directed favorably toward your goods is a different thing. Getting the attention, therefore, I consider the second step. But what do we really mean by attention? It is "The application of the mind to any object," "Earnest consideration," "Consciousness voluntarily applied to some determinate object," it is "Consciousness concentrated."

A Graphic Chart In order to illustrate these mental processes graphically, I have prepared the chart on page 176. Note that the minds of the two parties are together, at least momentarily, at the introduction. Usually the customer's mind goes off on a tangent directly afterward, as he has his own problems and plans to think about. To bring his mind back so as to secure favorable attention to the goods is the salesman's problem, and it is a most delicate one.

Salesman and Customer

The crooked lines on the left indicate where the prospective buyer's mind left the Arrow as result of objections. The straight lines back to Arrow indicate power of Salesman.


INTRODUCTION
Too busy
ATTENTION
Called to phone
Continuity Broken
INTEREST
Price too high
CONVICTION
Don't want it
DESIRE
Can't afford it
RESOLVE
Not now Later on
SIGNED ORDER
BULLSEYE
Mind goes off on tangent.
Mind goes back to arrow, but leaves when called away.
Interested, but price too high.
Mind brought back to arrow when convinced of value, but not sure he wants it.
Desires it, but not sure he can afford it.
Decides to buy—later on.
Mind forced to arrow at Resolve, but left it by deciding not to buy till later.
Decides to do it now.

Negatives Repel Suppose we see how to gain the attention in selling goods at retail. I heard a clerk say to a customer one day, "You wouldn't want any oranges would you?" Of course the customer said, "No." Didn't the clerk tell him he did not want any by giving him a negative suggestion?

Positives Attract Here is the way a trained salesman attracted the attention and made the sale of a dozen oranges. Note the contrast. "We have just received a carload of large, juicy, sweet oranges direct from Florida. They are only forty cents a dozen and I believe you would like them." While saying this he picked up an orange and handed it to his prospective customer.

Negative and Positive Compared Here is another comparison. The one is negative, the other positive. The one is contrary to the Mental Law of Sale, the other is in harmony with it. The negative is doomed to fail. The positive leads in the direction of success. The following is the negative.

The Weak Negative A traveling man walked into a store and said he represented So and So handling a certain line of goods, and said to the merchant, "Are you in need of anything in my line?" The merchant said, "No." "Well," he said, "I have a very good price." The merchant said he wasn't interested, so the traveling man said he would call again. The positive comparison follows.

The Strong Positive There was a circus in town and the small boy rushed up to his father and said, "Papa, give me a quarter. I want to go to the circus." The father said, "Go away and don't bother me." "But," said the boy, "the parade is coming right down Main street now, elephants, lions, tigers, and everything, and *I've just got to go.*" The father said, "Here, take the quarter and go on." The average boy uses better salesmanship on his father when a circus comes to town, than does many a salesman in selling goods.

Continuity Broken We will now go back to our diagram. You will remember that both men's minds are together at the introduction and the salesman aims to hold his prospect's mind on the arrow until the arrow hits the bull's eye—which is the prospective buyer's will—and clinches the order. But he cannot always do it. For instance, just after the salesman commenced to discuss his proposition the proprietor was called to the phone, or to wait on a customer, thereby taking his mind off on a different angle. When he was through, the continuity of the salesman's talk having been broken, the proprietor would likely say, "No, I don't care anything about it." The salesman would have to commence a new line of vigorous talk in order to get his prospect's mind back to the arrow.

Arousing Interest The next step is to carry his prospect's mind from attention to interest. In other words, attention sustained ripens into in-

terest, and what is interest? It is "Excitement of feeling, whether pleasant or painful, accompanying special attention to some object; to arouse; to excite to action; to excite emotion or passion in behalf of a person or thing. Interest expresses mental excitement of various kinds and degrees. It may be intellectual, or sympathetic and emotional, or merely personal." But notice, interest means to *excite to action.* I want you to notice something very carefully right at this point. You must interest an individual either in *what* you are saying or in *how* you say it—your *method* of expressing it. You must do this in order to keep his attention. *Concentrate* on what you are saying. It takes will power to do it, as attention is the center of the will.

Conviction Precedes Desire

Interest sustained soon ripens into conviction that the article under consideration is a good thing. After a man is convinced that it is a good thing for him, then the next step is for him to desire it. A good many salesmen try to jump from interest to desire without ever convincing the man. That is a fatal mistake, as conviction as to the value or personal advantage of the article must mentally precede desire. But before I go into this further, I want to go back and make the subject of interest plainer to you. I can do this by illustration better than any other way.

Interest and Desire Not Identical

A great many salesmen have a fatal weakness in their selling talk right at this point and I want to point it out so clearly that every reader, no matter

whether a salesman or not, will fully appreciate it. This fatal mistake consists in thinking that because an individual is interested in a proposition he desires it, and for that reason it is unnecessary either to produce conviction or create desire. I have gazed upon a pure white thoroughbred Arabian horse and I was deeply interested, but had no thought of desiring the horse. I have stood before Niagara Falls for hours and gazed upon nature's marvelous work. I have stood there because I was interested—not because I had any idea of desiring the Falls. I have stood on the top of Pike's Peak and viewed the surrounding country with a great deal of interest, but there was no semblance of desire mingled with my interest. Don't think for a minute that, because you show your goods to an individual and he is interested in them and greatly admires them, he is going to buy them without first being convinced that they are worth the money, or to his advantage. Conviction and desire are the result of an appeal to entirely different mental emotions from the appeal to mere human interest. The whole world can be and is interested through curiosity—mere curiosity. Please remember that and try it, but do not jump to the conclusion that because they are curious they are necessarily going to buy.

All the Steps Covered Quickly

The steps in the Mental Law of Sale are so closely connected that the mind goes through the processes sometimes with almost electrical rapidity, but it consciously or unconsciously takes the steps just the same. For instance: a grocery clerk sold a customer all he wanted and when he was going out the salesman

called his attention to a basket of beautiful, ripe peaches. He interested the man by taking a peach out of the basket and telling him how beautiful it was. It was sunkissed on one side and an autumn brown on the other. He held it up in his hand for the man to look at. As soon as the customer saw it his mouth watered and he desired it. He was convinced that it was good, and good for *him*. At this instant the clerk said, "Take a bite of it." One bite was enough to whet his appetite and make him resolve to satisfy it. He asked the price of the basket, paid his money and took the peaches. You can easily trace every step in the Mental Law of Sale in this simple sale of a basket of peaches.

Producing Conviction I come now to the subject of conviction, and conviction is the *heart* and *center* of the Mental Law of Sale. If you fail here you fail entirely—at least for the time being. This same thing can be said about the approach. If you can not induce your prospect to listen, you have no opportunity to sell him. You are beginning to realize the importance of each step or process in the Law of Sale. Conviction comes next. Well, what do we mean by conviction, and how do we bring it about? I have asked two very hard questions and I will try to answer them satisfactorily.

Conviction Analyzed "Conviction is the result of the operation of the understanding; persuasion of the will; conviction is a necessity of the mind, persuasion an acquiescence of the inclination." Blackstone, the legal authority, says, "Conviction may accrue

two ways, either by the act of convincing of error, or compelling the admission of a truth; confutation." "To convince is an act of the understanding; to persuade, of the will or feelings." Therefore, a man must know how to manipulate the understanding in order to produce conviction. "The one is affected by argument; the other by motives. There are cases, however, in which persuasion may seem to be used in reference only to the assent of the understanding, as when we say, 'I am persuaded that it is so and so'; 'I cannot persuade myself of the fact.' But in such instances there is usually or always a degree of awakened feeling which has had its share in producing its assent of the understanding." The foregoing may seem a little technical to some so I will try to make it clearer.

Two Methods of Producing Conviction

There are just two methods by means of which we can induce a man to act, and action is what we are after in salesmanship. The one is to convince his understanding and his judgment and thereby get the consent of his will to act; the other is through persuading his emotions and inducing his feelings to control his will and therefore his actions.

Evidence Must Be Organized

The problem of producing conviction is the greatest problem in all salesmanship. This is true because the reason and judgment must be satisfied. Judgment is the supreme court of the human mind. There is no higher court; reason and judgment must be satisfied. It is one thing to have ideas but it is another thing to organize them and still another thing to present them to the mind

in such a way as to satisfy reason and judgment and produce conviction. Let me illustrate. Suppose I ask a grocer for two pounds of sugar and he places the weights on his old-fashioned scales and pours in the sugar, the beam will come up when the two pounds are poured in. But suppose he stood ten feet from the scales and tossed the weights on the scales instead of placing them properly. The chances are that one or both weights would fall off and the sugar would not weigh right. So it is with evidence. If disorganized and thrown at the mind in any way it certainly will not satisfy the scales of judgment and produce conviction.

Effect of Judgment on Success

I want you to pay particular attention to that word *judgment.* Don't you know that judgment is one of the greatest causes of success or failure in life? I knew a man to refuse a position that would have paid him $500.00 per month when his time wasn't worth $100.00, simply because he thought someone he did not like might make a little profit out of his work. His judgment did not dictate his decision but his prejudice did. Men will make decisions based upon prejudice, jealousy, spite, hatred, like or dislike, and numerous other negative qualities. But just as surely as man throws judgment to the wind when he makes a decision he is leading straight toward the rocky reefs of destruction. You must take this into consideration when making a sale.

Judgment Defined

But let us go back to judgment. How do we form a judgment? Judgment is "that act of the mind by which two notions or

ideas which are apprehended as distinct are compared, for the purpose of ascertaining their agreement or disagreement. It is that power or faculty by which knowledge, dependent upon comparison and discrimination, is acquired. It is the act of judging; the operation of the mind involving comparison and discrimination, by which the knowledge of the values and relations of things, whether of moral qualities, intellectual concepts, logical propositions, or material facts, are obtained."

Judgment Based on Comparison

Comparison is the basis of judgment. You must compare one thing with another in order to arrive at a judgment. In order to do that you must exercise reason. We notice then that comparison is the basis of reason as well as of judgment. You cannot reason or think about an idea unless you have some other idea to compare with it. Your judgment or conclusion will not only be based upon reason but upon your past experience. If I ask you to pass judgment on a horse, your opinion or judgment will be valued in accordance with your previous knowledge of horses. If I ask for your judgment in regard to a suit of clothes, a farm, or a business policy, the value of that judgment will depend upon your previous experience and your ability to draw accurate conclusions from it, as well as your ability to reason.

Poor Judgment Illustrated

Here is an illustration of poor judgment, and it may show how judgment can be developed. A country store-keeper bought a ton and a half of raisins. The town he lived in had a population of only 500. Had he consulted

either his reason, judgment, or the needs of the town he would have known that he was buying too many raisins. He evidently did neither. He put nearly all the raisins down cellar and they spoiled. At another time he bought enough window curtains to do the community five years. No wonder he did not make money. The man who sold him apparently did not need to appeal to his judgment. He simply enthused and persuaded him into over-buying. Apparently he had little buying judgment to appeal to. But a salesman who will overload a buyer to the buyer's evident loss, and the wholesale house that will fill the order, are both guilty of legal robbery. The salesman who profits most in the end is the one who serves best and gives the best expert advice. But this is simply an illustration on the development and value of judgment.

Reasoning Power Analyzed

In passing I want to call your attention to the word *reason*. Reason exercises such a great part in forming a judgment that I want to spend a little time in getting a clearer understanding of reason and how we go about it to reason. Comparison forms the basis of judgment. It also forms the basis of reasoning. We compare hard woods with oak as a standard. We compare a good orator with Bryan. We compare one hotel with another. We compare one line of goods with another that is well known. This gives us a basis of comparison as to which is better or worse. We compare two ideas and therefore get reasons for forming a judgment. We compare two more ideas and get reasons for forming another judgment. We then take the final judgments

and compare them. We again have reasons for making or forming a later judgment.

Reason Defined Reason is "the faculty or capacity of the human mind by which it is distinguished from the intelligence of the lower animals; the higher as distinguished from the lower cognitive faculties, sense, imagination, and memory, and in contrast to the feelings and desires. Reason comprises conception, judgment, reasoning, and the intuitional faculty. We have no other faculties of perceiving or knowing anything, divine or human, but by our five senses and our reason."

¶"Due exercise of the reasoning faculties; accordance with, or that which is accordant with and ratified by, the mind rightly exercised; right intellectual judgment; clear and fair deductions from true principles; that which is dictated or supported by the common sense of mankind; right conduct; right propriety; justice."

¶"To exercise the rational faculties; to deduce inferences from premises; to perform the process of induction or deduction; to reach conclusions by a systematic comparison of facts."

Two Kinds of Reasoning Before we finish this subject of conviction we must go one step further with the subject of reason. There are two kinds of reason—inductive and deductive. I simply want to define them and give this explanation here. The objective mind reasons both inductively and deductively, but the subjective mind reasons only deductively.

Inductive Reasoning Inductive reasoning is "the act or process of reasoning from a part to a whole, from particulars to generals, or from the individual to the universal." John Stuart Mill says: "Induction is the process by which we conclude that what is true of certain individuals of a class, is true of the whole class, or that what is true at certain times will be true in similar circumstances at all times." It is "a process of demonstration in which a general truth is gathered from an examination of particular cases, one of which is known to be true." "In induction we observe a sufficient number of individual facts, and on the ground of analogy, extend what is true of them to others of the same class, thus arriving at general principles or laws. This is the kind of reasoning in physical science.

Deductive Reasoning "In *deduction* we begin with a *general* truth, which is already proven or provisionally assumed and seek to connect it with some particular case by means of a middle term or class of objects known to be equally connected with both. Thus we bring down the general into the particular, affirming of the latter the distinctive qualities of the former. This is the syllogistic method. By induction Franklin established the identity of lightning and electricity. By deduction he inferred that dwellings might be protected by lightning rods."

Deductive Logic I wish to give two illustrations of deductive logic. The first is true—the second is not, but they are both logical. *Logic is the science of correct reasoning.* But logic does not stop to ask whether the statement is true or false.

¶Here is the first syllogism:

¶Man is mortal.

¶Roosevelt is a man.

¶Therefore, Roosevelt is mortal.

¶You see my first statement or premise is correct, therefore, the conclusion is correct.

¶Here is the other:

¶Every salesman is rich.

¶You are a salesman.

¶Therefore, you are rich.

¶You see my first premise or statement is wrong, and, therefore, my conclusion is wrong.

Truth the Basis of Confidence

If the basis of your argument or selling talk is wrong, your conclusion will be wrong and your work will end in failure. Analyze your statements. See that they are true. Unless they are, you will end in failure. You see how honesty leads to success. A very able salesman has offered this advice and it is pertinent here. "You must get a man's confidence, but you will never get a man's confidence by lying to him. You must tell him the truth, but what good will it do to tell him the truth when he doesn't know you are telling the truth? Tell him something he absolutely knows is true and then he will believe the rest."

Conviction Vitally Important

This may seem like a long and difficult discussion on the subject of conviction, but it is absolutely essential in order to do justice to the subject and justice to the student. It will need a good deal of study in order

to be thoroughly understood. From the time you get your man interested until he is thoroughly convinced, he makes a great many objections, and it is difficult to bring his mind back to the arrow. But conviction as to the value of the goods will do it.

Conviction and Desire Contrasted

The next step for us to consider is creating the desire. But some of us will say if we have already produced conviction we must of necessity have created desire. But that is not always true. I may be convinced that a threshing machine is a good thing and still not desire it. I may be convinced that an automobile is a good thing and still not desire it, because I may not think it is to my advantage. I may be convinced that a certain retail business is a profitable business and still not desire it. And yet conviction and desire are so closely related in the human mind that in many cases they may seem almost inseparable.

Conviction Must Precede Desire

In many cases an individual desires an article as soon as he is convinced that it is a good thing and to his advantage. But even then the conviction precedes the desire if only by a small fraction of time. I want to make this so clear that there will be no misunderstanding, so that the student may be able to bring about the desired result, not only because he understands the processes but because he knows how to create them by bringing about the correct influence.

Desire Defined We have seen that the mental emotion that *arouses interest* is an entirely different emotion from the emotion that *creates desire.* One may be interested through curiosity or because the subject or proposition is new and attractive, but still not desire it. Desire is "to long for, to hanker after, request, solicit, entreat. The natural longing that is excited by the enjoyment or the thought of any good, and impels to action or effort for its continuance or possession; an eager wish to obtain or enjoy."

Creating Desire When you create the desire and make the sale, you do it because of what the individual thinks and feels. When you fail to create the desire and therefore fail to make the sale, you fail because of what your possible customer thinks and feels. You cannot sell to an individual until that individual is willing to buy, because making a purchase must be voluntary on the part of the purchaser.

¶In planning a sale you must decide upon two things: first, what must your prospect think and feel before he is willing to buy; and, second, how can you persuade him to think those thoughts and feel as you want him to feel? The first question that arises is, how are you going to determine just what you would like the prospect to think and feel?

Motives Classified Some motive dictates the decision made by every individual who makes a purchase. When an individual decides that he is willing to buy, that he desires to buy, it is because an effec-

tive appeal has been made to some one of the following five motives:

¶1. Profit.

¶2. Pleasure.

¶3. Caution.

¶4. Pride or Vanity.

¶5. Utility or Usefulness.

¶Sometimes two or more motives influence the purchaser in making the sale. But there is usually one predominating motive.

Illustrations of Motives Every wide-awake business man fights for half of one per cent. profit. If you can show a business man that the money invested in your proposition will bring him a bigger dividend than the money he now has invested is paying, you have given him a motive for buying. Motive is the leverage you must use in creating the desire.

¶Many automobiles are bought as a result of the appeal to pleasure.

¶A man insures his life, his home, or his business because of his Caution Motive.

¶I saw a silver fox muff that cost seven thousand dollars. Did this woman buy the muff simply to keep her hands warm? Don't you think pride and vanity had something to do with it? I also saw a woman's sable cloak that cost thirty thousand dollars. Do you think the utility motive was the only motive that appealed to that woman? Don't you think the vanity and pride appeal had much more to do in making the sale than the utility appeal?

¶In buying furniture, a typewriter, an adding machine, or a home, the utility appeal is the major appeal.

Motives Stimulate Desire In order to create desire the salesman must arouse a motive and use it as a leverage. The motive stimulates desire and provides a willingness to purchase. As soon as the individual shows a willingness to buy, that willingness should immediately be ripened into resolve. An individual's motives—his desire for profit, pleasure, his pride, caution, and love of what is useful—these things are alive and interesting; they furnish a strong leverage; they make a vigorous appeal and they create desire.

Salesman Must Know Motives A salesman may know his goods, he may know everything about them in fact, and still his selling talk may be very ineffective because he does not know how to analyze the human mind and appeal to the proper motive. The salesman who tries to sell an article to an individual without knowing the motive which should prompt him to buy it is almost as helpless as the salesman who attempts to sell a book to a man who cannot read or a horse liniment to a man who has no horses.

A Striking Illustration *I will illustrate this part of the Law of Sale.* A young man came into a clothing store and asked the clerk to show him a $15.00 overcoat. The clerk showed it to him but did not exhibit much enthusiasm in doing it. After he had tried on that overcoat the clerk induced him to put

on a $20.00 coat. He then commenced to use salesmanship. He showed him it was a better fit, better cloth, and better made, and that he would have a better standing among his business associates with this particular coat than were he to take the cheaper one. He asked the man to view himself in the glass. Finally he said, "Come up to the fitting room." He did not ask the young man if he would go to the fitting room. He did not ask him if he were going to take the coat, all of which would have been negative suggestions and might have killed the sale. He not only took it for granted the man was going to the fitting room, but he took it for granted he was going to buy the coat. So in starting to the fitting room he not only said "Come" but made a gesture for him to accompany him. The cutter measured the coat, taking it for granted all the time that the man had bought the coat, and consequently made suggestions accordingly. The man took the coat off and left it to be adjusted, paid his $15.00 (all he had with him) and left, saying he would pay the $5.00 yet due when he came for the coat.

¶That salesman made a $5.00 sale. The customer came in after a $15.00 coat, bought a $20.00 coat and was better satisfied. He sold himself the $15.00 coat. The clerk sold him the extra $5.00 worth.

¶But somebody says: "That won't happen very often." Well, suppose it doesn't. How often has a man been elected President of the United States in recent years without putting forth every possible effort in order to win? Let us suppose this method wins only once out of three times, or even once out of ten times without in any way antagonizing his customers. It just

adds that much more value to the selling ability of the salesman.

Appeal to Spirit of Ownership I want to call your attention to one thing in this connection that might escape your notice. This salesman created his customer's desire for the coat *after the customer put the coat on.* Do you realize that as soon as an individual puts on a garment and looks at himself in the glass, that garment immediately and unconsciously becomes part of him? A feeling of ownership immediately asserts itself. Put on a hat, a coat, a pair of gloves, or a pair of shoes, and if they fit, you want to keep them. Your spirit of ownership unconsciously asserts itself. That is the reason every good salesman induces his customers to put on the shoes, gloves, or garments, although he may not know himself what the psychological effect is. If you, as a salesman, are not selling goods that can be put on, a somewhat similar effect can be produced by letting him handle them.

Operating Machine Aids Interest If I were selling automobiles I would get the man into the car—not in the back seat—but into the front seat, and if practicable, would let him run the machine part of the time. He would, in this way, have his hands on the most vital part of it. The vibration and pulsation of the machine would enter into his whole system. He would unconsciously become a part of it and it would become a part of him. There would be an attraction between the two, an affinity, if you please, and there would be an unconscious assumption of owner-

ship. Can't you apply this same principle to the sale of any kind of goods? Certainly you can. Have you ever seen a successful candidate for office shake hands with his left hand the day after election? His right hand was lame from shaking. Don't you see the same principle operating? *Human nature likes contact with the thing it is interested in.* If I were selling any kind of a machine, typewriter, cash register, adding machine, etc., I would have the prospect operate it.

Value of Confidence A clothing salesman from Northern Missouri telephoned to a merchant in Southern Iowa that he was coming up to see him. The merchant said there was no use in his coming as he had just bought all he needed. He had bought $200.00 worth. This salesman was a man who understood the Mental Law of Sale and he came anyway. I wanted to sell this merchant a cash register, and I finally did, but when I went into his store he was busy with the salesman to whom he had telephoned not to come. I waited half a day before I could see the merchant. Finally the salesman got through and I asked him how much he sold and he said $650.00 worth. What did it? A good personality and the Mental Law of Sale, for he admitted to me that his goods were no better than his competitors'. What will an individual not do when desire has been aroused to white heat?

¶After the salesman left I thought I would find out from the merchant just why he bought so heavily when he had not intended to buy anything, so I said to him: "That salesman is a very nice fellow, isn't he?" The merchant said: "He certainly is. He is the

finest traveling man that makes this town." You see he had the merchant's confidence, and confidence is the corner-stone of success in both salesmanship and business. This merchant felt that the salesman was square, that he was *honest*, that he was interested in him and in his success.

Changing Desire into Resolve Desire sustained ripens into resolve to possess, and that is the next step in the Law of Sale. Resolve to buy very often follows so closely upon the heels of desire to possess, that some may think that resolve is a part of desire. But it is not. It is a distinct step in itself. I may be convinced that a certain house and lot would be a bargain. I may desire it and still not resolve to get it because I do not care to assume either the responsibility at that time or be bothered with the property; or it may be *fear* that keeps me from buying—a negative, baseless fear. My mind, therefore, goes off on a tangent and it must be brought back to the arrow. How can it be done?

A Successful Method Here is a strenuous method that I sometimes use. I say something like this: "Let us suppose that you and I are off here in the corner of this room trying to figure out together a method whereby we can both make some money. Now if I make this sale I will make a little money, a small profit once, but it will be very small in comparison with your profit which will be continuous. You have made a careful study of this proposition. You are absolutely convinced it is to your advantage. Your reason and judgment absolutely as-

sure you that this is to your advantage. Your judgment is your court of last resort. You are compelled to act in accordance with it in order to do yourself justice. If you fail to act in accordance with your own best interests and your own best judgment, you become at once an enemy to your own best interests. You stand in your own light. You simply rob yourself of so much money that rightfully belongs to yourself, your wife, and your children. When I am absolutely assured that my proposition is to a man's advantage and will make him money, and then fail to urge him to take it, I feel that I am not doing him justice. I am not giving him a square deal. I feel just that way about this proposition, and that is the reason I am so insistent. When you get it and make the profit out of it these other men are making whose recommendations I have shown you, and who are similarly situated, you will thank me for inducing you to decide and inducing you to decide *now*."

¶This argument arranged to suit the particular situation has helped me to induce a lot of people to make the purchase.

Closing the Order "All right," the prospect says, "I will take it but not before the Holidays," or spring, or some such time three or four months in the future. His mind goes off on another tangent—away past the bull's eye. You have approached him correctly. You have gotten his attention, aroused his interest, produced conviction, created his desire, produced resolve to buy. In other words you have done six-sevenths of the work. Are you now going to lose the sale after doing all the hard work and getting so

close to the order? Here now comes your supreme effort. You are to exercise the supreme resolution of your mind to make the sale and make it *now*, if it is best.

Do it Now Let us examine the situation a bit. If you are selling a specialty, whether you have competition or not, you should close the order and close it now if you can. Right here is where the good salesman adds largely to his income. But let us suppose that you are not a specialty salesman. Let us suppose, for illustration, you are selling paint. Selling paint is very much like selling any line of goods to the retailer. Let us suppose that Mr. Merchant says he will take the paint but he won't take it until such and such a time. What are you to do? In some few cases it is wiser not to push the sale than to push it. Let us suppose you let him go, and when you come back three months hence you find him stocked up with the other fellow's paint. What would you think? That very thing will happen many times unless you are such a master of suggestion and can paint such a vivid picture on the tablets of his memory that no other salesman can possibly sell him.

Sell SERVICE With Your Goods In order to hold a merchant you must sell him more than mere paint. You must sell him both *service* and *information*. In order to appeal to him in such a way as to hold him, you must show him that you are not only willing but able to give him such selling information that you will actually *help him* to sell the paint. If you can show him that a certain

kind of paint applied to a certain kind of shingle containing a certain kind of natural oil, will rot and ruin the shingle, but that another kind of paint acting in conjunction with the natural oil of the shingle will preserve it, you have given that merchant an idea that will aid him greatly in selling paint. The merchant likes to deal with such a salesman. His competitor who does not have this information will have no chance to sell.

Success of This Method The above is one of the methods used by the star salesman of one of the great paint concerns. This man captures the yearly prizes offered by his company for their best salesman in the United States. He never urges a sale when he is convinced the time is not ripe to sell, but he is such an artist in the use of suggestion that the merchant waits for him to return. It is a rare thing for a competitor to sell to one of his customers. That is the reason he gets such a big salary.

Danger of Being too Easy What is true of the paint business is equally true of shoes, dry goods, clothing, groceries, and similar lines. If you persist in selling a man when your good judgment tells you that it isn't wise for him to buy until you come around next time, the chances are you will make him "sore." But if you are not extremely wise and careful you will be too easy and lose heavily for that reason. The fact that a man says he does not want anything, does not mean much. The salesman who sells only to the man who already wants something will not make money enough to pay his railroad

fare. Be diplomatic, but firmly persistent. If you are going to overdo either side, by all means overdo the side of persistence. I have spent seven days in a man's store on five different occasions before I sold him a Cash Register. If I had not fought it out with him in this way I would not have made the sale. I have known a specialty salesman to follow a man all day in his store, watch every move in order to get information that would help him close the sale. Persistent concentration and bulldog determination did it.

Evidence and How to Use It This chapter would not be complete without a short discussion on the subject of evidence. Evidence is that which is "clear to the understanding and satisfactory to the judgment." Hume says: "To conform our language more to common use, we ought to divide arguments into demonstrations, proofs, and probabilities; by proofs meaning such arguments from experience as leave no room for doubt or opposition."

Evidence Illustrated I hope the above statement will give a fairly clear idea of what is meant by evidence. I will use illustrations in order to make this subject of evidence absolutely clear, practical, and helpful to every salesman. There are two kinds of evidence, viz., evidence which is sworn to by eye-witnesses, or direct evidence, and circumstantial evidence. I want to illustrate what I mean by circumstantial evidence. Part of a bolt of a peculiar colored silk, forty inches wide, was stolen from a store. A certain man's house was searched and what

seemed to be the silk was found, but the man declared he bought the silk in a certain store in another town. The silk was taken to the store and it was found that it did not conform in either color or width to the silk in the store where the man said he got it, as the silk in that store was thirty-six inches wide, while that particular bolt was forty inches wide. The silk was brought back to the store from which it was supposed to have been stolen and it was the same color, the same width, and the two torn ends exactly matched. This is circumstantial evidence.

Evidence Applied Here is the way I have used evidence in selling National Cash Registers. I have made a demonstration and shown how valuable the Register would be to the merchant; then shown a list of recommendations and said: "If what I have said is true and what these people say is true, it would be to your financial advantage to have this Register, would it not?" "Yes, but how do I know it is true?" "Mr. Blank, here is a list of merchants who use this kind of a Register and who live within twenty miles of here. I will make you this proposition; visit any or all of these merchants. If they tell you their Registers are as profitable to them as they have indicated in their endorsements, and even more so, you can afford the trip because it is to your financial advantage to be sure of it, isn't it? If, on the other hand, they are not so enthusiastic as I have indicated, or if they tell you their Registers are not so profitable as I have tried to make you believe, then I will pay your car fare and $10.00 a day for your time when gone. That is fair, isn't it? In the face of my offer you cannot

afford to turn this proposition down, can you?" You see my proposition establishes the confidence that might otherwise be lacking.

¶The evidence which I have to offer comes from a multitude of merchants similarly situated. The evidence is absolute, and no man or group of men could or would ignore it in any court of law in the land. And when a man does ignore it, he prostitutes reason and judgment. He admits he is not considering the proposition on the basis of intelligence and profit, unless he has some particular reason for not buying.

Suggestive Questions and Exercises

¶1. Why is the science of mechanics so much better understood than the science of Salesmanship?

¶2. Why has the business man failed to advance as he should?

¶3. Which step in the Mental Law of Sale do you consider most important? Why?

¶4. How do you prove to a man that it is to his advantage to buy?

¶5. Illustrate the difference between interest and desire.

¶6. What two methods of producing conviction are described?

¶7. Give an illustration of how value may be added to given material by processes of refining or manufacture.

¶8. Is it possible to increase mind values proportionately?

¶9. Write a selling talk of one hundred words. Use as your subject a pair of shoes, a suit of clothes, a typewriter, or some familiar article. Go to the shoe shop, clothing store, or typewriter office and have the salesman give you a careful demonstration. Make a critical study of your subject.

Summary to Chapter VIII

¶1. The business world, that has made such marvelous strides forward in material equipment, is just beginning to apply scientific psychology to the human element, with the prospect of greatly increasing mental efficiency.

¶2. A sale takes place in the mind, so efficient salesmanship necessitates a knowledge of the mental processes performed by the mind in the making of a sale.

¶3. The first step in the mental process of a sale is the introduction or approach—the meeting of minds in such a tactful and agreeable manner as to awaken the curiosity of the prospect.

¶4. The second step in the mental process of a sale is the securing and maintaining of favorable attention. Attention may be maintained even in the midst of interruptions by referring to new features of the goods that enhance their value to the prospect.

¶5. The third step in the mental process is the arousing of interest, which results from sustained attention and which excites to action. The interest that excites to action for the purpose of possession must be distinguished from the interest of curiosity; the former may be aroused through the suggestion of the adequacy of the goods to meet the needs of the purchaser.

¶6. The fourth step, the very heart of the mental process, is conviction, a firm belief founded on sufficient evidence; evidence so logically organized and persuasively presented as to satisfy the requirements of sound reason and procure favorable judgment.

¶7. Judgment is a mental operation in which facts are weighed, comparisons made, conclusions reached, and a decision formed.

¶8. Reasoning is the mental process of going from the known to the unknown by basing judgments upon judgments, by arriving at new beliefs through old beliefs; and is either inductive or deductive in its manner of proof: inductive, if the conclusion is drawn from the study of particular cases; deductive, if drawn from a universal truth.

¶9. The fifth step in the mental process of a sale is the creation of desire—an earnest wishing for something to satisfy a want and the excitation to action for the purpose of procuring it. Desire is created by an effective appeal to one or more motives: profit, pleasure, caution, pride, vanity, utility.

¶10. The sixth step is the creation of a resolve to buy—the procuring of a decision—and may be obtained by tactful appeal.

¶11. The seventh and final step in the mental process of a sale is the closing of the order and this may call for supreme effort. Here the personality and the service of the salesman may be used as decisive factors.

¶12. Evidence is a fact or belief upon which a proof or judgment is based, and it may be either direct or circumstantial.

CHAPTER IX

Mental Law of Sale

(Continued)

Business for Profit Selfishness is the controlling emotion in the average man's life — in other words, the desire for profit. Proof of this is seen in the fact that the prosperity argument controls a national election. A man is in business for profit and not for pleasure. As soon as you show him your proposition will profit him you have given him the main reason why he should buy. Did you ever realize that prosperity always follows good judgment and that "out-of-date methods do not satisfy up-to-date employers?"

Reserve Selling Talk Get the order as quickly as you can and with as little talk as possible. Do not go into details at first. Sketch the outline of your proposition, simply giving the main points. If you fail to get an order as a result of this preliminary selling talk, then call on your reserve which should be almost unlimited. Your first talk should be crisp and right to the point. If you fail to land the order with this talk, you will discover the objections and that will guide you as to the kind of a

reserve talk to make. There are several good reasons for making your first talk brief. First: what is the use of wearing yourself out giving a long demonstration if it is not necessary? Second: you cannot interest a boy for an hour by showing him an elephant's head when the rest of the body is near, but covered. He will get anxious to see the whole elephant. Third: give a bird's-eye view of your whole subject first, or your hearer will tire and you cannot hold his interest. Fourth: going into details as you go along gets tiresome; there is not a mental conception of the whole, and a part will not hold the interest. Fifth: when you give a bird's-eye view at first you find out how and why your hearer is interested. This gives you a clue to his interests, desires, and needs.

Meeting Objections When a man makes an objection for not making the purchase, answer the objection and close the order at once. When you answer his objection, you remove his reason for not buying, then why shouldn't you close the order at once? Ask yourself this question: *What reason has my prospect for making this purchase?* You must know the reasons, and then give them to him in such a way that they are bound to produce conviction.

Illustrative Answer *Objection:* "I feel that I know a good deal now." Yes, so do the Mayo brothers of Rochester, Minnesota. They are the greatest surgeons in the world, but in order to remain great they find it necessary to have twenty-five assistant doctors. Some of these doctors are away all the time. They send them all over the world in search

of new ideas and new methods in surgery. In that way they have won a large part of their international fame, and in that way they propose to keep it.

Be Serious When coming up to the order point, do not joke or act as though you were working the fellow. Do not make any remark about having a nice pen and you want to see how it will write his name. That is distracting and more or less hurtful. You ought to act with the same seriousness as when presenting your arguments.

A Suggestive Closing I will give you a method that you can use in selling any line of goods. At this point the prospect is very much interested and acts as if he might buy, but he hasn't said so. "Mr. Brown, this machine has three finishes, the nickel, bronze, and gold. Which finish appeals to you most or which do you like best?" If he says, "Well, which do you consider best?" Give him your opinion and your reason. That induces him to express a preference one way or the other. Fall in line with his opinion *immediately*, and say, "All right, I will just make it this finish." When he asks your preference you are pretty sure he has decided to buy and if he permits you to put down that particular finish without a protest, you are about nine-tenths sure of him. You come in a little closer with your next question. You might say, "Most people are satisfied to wait and get their machine by freight, but a good many are anxious to get it as soon as possible, and so have it come by express. Would you want it by express, or are you willing to wait for about thirty days until you can get it by freight?"

Observe the Affirmatives You see here I have given him two methods of decision, but notice, neither one gives him a chance to say *no* in regard to the proposition. I have absolutely taken it for granted he is going to buy. I have taken the idea of buying entirely out of his mind. I have concentrated his mind on something else—the method of getting it. This is a great point. Study it carefully. Here is the way the greatest newsboy in the world handles the same point. He meets me and says, "Want a paper?" Oh, no, he doesn't. He would not be the richest newsboy in the world if he did. He says, "Which do you want, a Herald or a Tribune?" He takes it for granted I *want one of the papers,* not that I *might* want a paper. I have given you the principle. You can easily apply it to any kind of a transaction.

A Far-Reaching Principle When you satisfy curiosity you lose interest—a law of human nature. Here is one of the most interesting, practical, and far-reaching psychological problems to be found in all salesmanship. The man who thoroughly understands and applies the philosophy of this illustration will greatly increase his selling ability.

The Principle Illustrated An automobile salesman had a prospect so thoroughly convinced that the prospect said: "How soon can you deliver it?" Look at that question and *think.* Nine out of ten of the best salesmen in the country give the wrong answer to it. The tenth makes a lot of extra money by knowing how to answer it. This salesman

said, "I can get it for you right away," and he lost the order, for the prospect said, "I'll think it over and see you next week." When I am asked that question I should immediately take it for granted that he has decided in his own mind to buy. I should immediately answer his question by asking him another one. His question is, "When can you deliver it?" My answer is, "How soon do you want it?" or "How soon do you have to have it?"

Keep Prospect on Defensive Remember, that the philosophy of salesmanship is the philosophy of leadership and the philosophy of leadership always consists in keeping your prospect on the defensive. When a prospect asks that question he asks you to make a decision for him, and he will then do just as he pleases as to accepting it. When he does that he immediately becomes the leader, and puts you on the defensive. My business as a leader and a salesman is not to let him lead me into such a corner, but immediately to assume leadership and put him on the defensive. I do that while answering his question by asking him another one. He asked me to make a decision and leave *him* free to act. I change the tactics by asking *him* to make the decision, leaving *me* free to take immediate advantage of *his* decision.

The Principle Explained I want to show you the psychological significance of this. It is a law of psychology that every idea that enters the mind immediately tends to express itself in action unless another idea coming from another direction cuts

it off. As he heard the automobile described this man undoubtedly said to himself, "This is a fine car. I believe I would like to own it." Then suddenly his voice gave utterance to his desire in the expression, "How soon could you deliver it?" Instead of giving the prospect an opportunity to act immediately upon the idea that was uppermost in his mind, the salesman, by answering his question, *eliminated* the idea of buying from the prospect's mind and *substituted* for it the idea of delivery. The prospect's mind was on a direct line for the bull's eye when the salesman unconsciously and immediately turned it off on a tangent and lost the sale by injecting an irrelevant idea. This is what I call selling strategy, and selling strategy is as much ahead of ordinary salesmanship as wireless telegraphy is ahead of the stage coach.

Continuity of Thought In this chapter I have referred slightly to thought continuity, but I want you to realize how very important it is. Suppose, for illustration, that a train is running at the rate of forty miles an hour. Then suppose it comes to a broken rail. You know as well as I do that the train would land in the ditch in a broken heap. Suppose you get a man greatly interested in a train of thought. Suppose this train of thought is bringing him your way at the rate of an order in half an hour; then suppose he is abruptly called away for a few minutes and must therefore concentrate his mind on something else in the meantime. What happens? Your train of thought is thrown into a heap in the ditch. I might also say it is as hopelessly ditched as the train of cars.

Ideas Produce Action I will go back to the beginning and show you how this works. Every idea which enters the mind immediately tends to express itself in action, unless some other idea going in another direction cuts it off. Or, as the psychologists say, "Inhibits it." To my mind this is the most fundamental principle in psychology for the salesman to consider. If we could just get this principle thoroughly grounded in our lives it would mean a great deal to us intellectually, and financially as well.

Application to Selling Remember when you are trying to sell a man a bill of goods every idea you plant in his mind *immediately tends to make him act in accordance with your suggestion,* providing you give him real, vital ideas; then stop when you have given him enough to make him want what you have to sell. When you do this watch your customer, notice the effect of every idea you give him; just as soon as you have his desire created so that he is aroused sufficiently to act in accordance with the ideas you have given him, close the order at once before another idea going in another direction makes him determine to change his mind.

Breaking Chain of Thought You have had innumerable experiences of the kind indicated where your prospective customer was called away from you. He had time to think independently for a minute. The continuity of your argument was broken, another idea flashed through his mind, and he said, "No, I guess I'll not decide today." You have oftentimes lost

your sale right on that incident. Sometimes you have convinced him over again, after using more effort than you did the first time, but usually you lost the order. The loss of this sale was due to the fact that the continuity of your thought was broken, in fact, the spell, the atmosphere which you had created around him, was broken. A new idea flashed through his mind and you lost your order. I consider the subject of continuity worth a year's study and experiment in order to perfect it.

¶In this connection I wish to consider two other points of vital importance, the ignorance of which causes a salesman much loss.

Irrelevant Idea Dangerous The first consists in introducing an irrelevant idea, an idea that bears no direct relation to the subject under discussion. This something which you inject may seem insignificant, it may seem trivial, it may be only a joke, but it breaks the continuity of your thought. Your main argument is sidetracked. The man changes his mind in an instant as if by intuition, because you aroused a different emotion, and remember, you were the one who gave him the *negative suggestion,* which sent his mind running in a different channel. You were the unconscious cause of losing the sale. You did not even know how it happened. *Learn to concentrate.* Adrian M. Newens, nationally known as a platform star, teacher of oratory, and famous as a lyceum and chautauqua coach, says the irrelevant idea is the one fundamental cause of failure in a lecture. The same thing is exactly true in salesmanship, as the psychological principles of salesmanship and oratory are the same.

Talking Too Much The other point I referred to consists in talking too much, getting so much interested in your proposition that you are not paying attention to the effect your talk is having upon your listener. A prize fighter doesn't pound his antagonist until he is down and out and then keep on pounding him. Even *he* knows better than that, but many salesmen do not. A carpenter doesn't drive his nail after it is clear in and clinched, or he will loosen it. Many a salesman pounds away at an order after it is thoroughly clinched in the other man's mind. He talks the man into it and then bores him so that he talks him out of it. Such a man fails without ever knowing why, and believes that no one could have gotten the order. He *made* the sale and *lost* it but did not *realize it*. Many such *men do not believe that salesmanship can be taught.* They are ignorant of certain laws of sale, and what is far worse, they are ignorant of their ignorance. We do not need "human windmills and verbal cyclones" but salesmen of alert brains and quick judgment.

Knowing When to Close I have field-trained salesmen who did not know when to take an order. I have seen them come up to the point where their prospect was ready to buy, then talk in a circle for two minutes and talk the prospect out of buying. I found it necessary to form a signal code with the salesman in order to get him to close when he should. The salesman who works out his own salvation on the field loses much business and, therefore, much profit that might be his.

Explanation, Then Proof "Every salesman knows the value of the actual demonstration—of having his goods on the ground so that the prospect can see and feel and understand. Give your man a definite idea of what you have to offer. Picture the article, its use, its advantages so vividly that it swims before his mental eye. But your prospective customer must have proof of your statements. Proof or argument follows logically after explanation. Its object is to create desire. It is not enough to give your prospect an idea of the nature or make-up or working principles of the thing you are selling him. You must reinforce these by arguments, proving to him the advantage of the purchase, the saving that he will effect in his business, the increased efficiency he can attain in his work, the pleasure he will derive from the article. Proof may be presented by showing the satisfaction which the article has given to other buyers or by some novel demonstration of its quality and value.

Persuasion Intensifies Desire *"Persuasion, on the heels of argument, intensifies desire.* Here the prospect must be shown tactfully how possession of the article will bring benefit to him *personally.* Possibly the best kind of persuasion is the subtle suggestion which pictures to the prospect the satisfaction or actual gain which ownership would bring. *Argument is giving a man evidence that will prompt him to act of his own volition. Persuasion is the added influence of the salesman's personality that brings action when the man himself hesitates.*

Clinching Resolve "You know how the clever salesman manipulates his talking points, always holding back till the last some extra reasons why you should accept his proposition. And it culminates in the climax or the clincher. As you hesitate, undecided whether or not to order, the shrewd salesman shoots at you one last advantage which he has held in reserve."

Law Has Wide Application This study of the Mental Law of Sale will enable you to influence people in every walk of life and every phase of society, business, politics, and diplomacy. The world's leaders are not necessarily the great scholars, nor the men of commanding intellect, but rather the men who understand human nature—how to interpret it and how to influence people. Hugh Chalmers says, "Next to the importance of what you say, is the way in which you say it. It is so in talking. It is so in advertising. It is so in salesmanship."

Importance of Definite Object Remember the arrow in the Mental Law of Sale chart. You must have a *definite* object in mind when you attempt to make a sale. Why are you going to make the sale? Get the object fixed definitely in your mind and then work with all your might to carry it out, or hit the bull's eye. If you haven't a definite object in mind you won't get anywhere. It will be like shooting with your eyes shut. This "Object" business is applicable to advertising, salesmanship, addressing an audience or committee meeting, writing a book, or selling

anything. Why? Don't you see it is because it is in harmony with the Mental Law of Sale?

Salesmanship Determines Success "Whenever we have dealings with one another, whether on matters of business or otherwise, the natural laws of salesmanship are operating, and the ultimate result—whether success or failure—depends upon the *quality* of salesmanship exercised on our part." "The impressions which we convey to others govern our progress financially and otherwise. To make the right kind of an impression, therefore, is the all important thing." Ex-Secretary Shaw says: "I have won more lawsuits by my opening statements than in any other way." Why did he exercise such care in his opening statements? Remember, he sold books and fruit trees several summers when he was a student. He says he succeeded by gaining the customer's confidence. All through life he has realized the great value of these fundamental principles which I am emphasizing so strongly, and he has used them to great advantage in winning national fame as a lawyer, governor, cabinet officer, orator, and financier.

Shaking Hands When you call upon a business man, introduce yourself in a kindly, agreeable way. It is not always best to shake hands with him. That must be decided by circumstances. Some men will resent it, others will appreciate it. The egotistical and self-important man is likely to resent it. But if you do not shake hands with a man when you meet him, you may do so when the interview ends. In that way you leave a stronger impression.

Keeping Appointments Always make an appointment with a man to see your samples as soon as possible and at a time that will be convenient for him. If the appointment is during business hours, do not go to your sample room and wait, for half of the business men will forget about an appointment or forget to look at their watches, and you cannot afford to lose the time. In order to save time, call at his place of business at the appointed time and have him go with you.

House to House Salesmanship If you are making a house to house canvass, the ideal way is to ring the bell, step back about six feet from the center of the door, or if anything a little nearer the opening side. When the woman comes to the door she is mentally expecting a friend. She is obliged to open the door wide in order to see you. The moment you see her, catch her eye and hold it for a moment; at the same time raise your hat, bow politely, and move toward the door. You go through these motions during a time that is too short to describe. In most cases, where you are not working in larger cities, the woman will expect you to go in. *You* expect to go *in* and you *do* go in.

At the Door Sometimes the individual who comes to the door will ask you what you want. You should know the name of the individual you wish to see. You will very often get in by saying, "Is this Mrs. Brown? I want to talk with you for a minute on a matter of business." While saying this, indicate that you wish to go in. Don't say, "I want to see you,"

otherwise she is likely to say, "You can see me right here." If she still persists in keeping you out and wants to know what you want, give her a general answer. Do not be specific if you can help it. If you are selling literary works of any kind you might say, "I am engaged in educational work. You have some children, haven't you? I was referred to you by Mrs. So and So who thought you might be interested in what I am doing." If she is still curious and says, "Well, what is it?" you can very easily say, "I will just step in and show you." You can apply this method to almost anything you are selling, changing it to suit your proposition and the circumstances, but do not discuss your proposition on the doorstep unless as a last resort.

A Clever Method Here is a clever method used by a salesman for a large concern, when the girl comes to the door. The home was a prominent one and the girl said, "Have you a card to send up?" He said, "No, just tell Dr. Blank that Mr. So and So is waiting for him in the library. He will understand." His name was so peculiar he knew the girl could not possibly remember it. The fact that he told her to tell Dr. Blank he would be waiting in the library and that Dr. Blank would understand, made it imperative on her part to let him in. He had been there before and failed in his mission. He succeeded this time. Study this method. It is clever.

Radiate Good-Will In introducing yourself be natural and agreeable. That is, be *natural* if you are a g r e e a b l e, and know how to smile. You must learn how to smile or you will never succeed

as a salesman. I do not mean a sickly, forced grin, but a smile that indicates that its owner is living in peace and harmony with all the world. Some faces radiate disagreeableness, others good-will; some meanness, others kindness. You cannot think an evil thought and smile at the same time. You cannot think of defrauding someone and smile at the same time. If you try it, the smile will be transformed into a cynical sneer. Your face is a looking-glass that reflects the images within. You cannot get away from it. To look at some men's faces you would think they hadn't laughed for a year and you would think if they did laugh it would crack the enamel upon their faces. The agreeable face is another evidence of honesty—and honesty, character, and success go together.

Mental Attitude If you take on the actions and bearing of a tramp or a clown, your mind will almost immediately gravitate toward your bearing. If, on the other hand, you draw in the chin, expand the chest, and attempt to look the part of a successful business man, your mind will immediately respond to the autosuggestion. A man's mental attitude determines his dress and appearance, his environment and his success. I cannot emphasize this thought too vigorously.

The Busy Prospect If you approach a prospect and he is busy and you know it, ask him when it would be most convenient for him to give you (state the length of time) say, five minutes, if you need only a little time. You can nearly always make an appointment. When you do, leave at once, but the

fact that you ask only five minutes will induce your prospective customer, in many cases, to offer you the time right then. If he does, get busy at once. Cut out preambles and useless introductions. Plunge into the heart of the matter in language that is logical and carries an unmistakable power to convince. When your five minutes are up, do one of three things—get the order, get out, or get an invitation, either verbal or assumed, to stay longer.

A "No" Must Not Discourage Introducing yourself properly, and getting the attention of your man directed your way, are two entirely different things. A majority of the people you meet will say, "No, I do not want anything, and do not care to look at it." Of course they do not want anything about which they know absolutely nothing. A man wouldn't want a million dollar gold mine unless his attention was cleverly attracted to it. *Remember, that no man is interested in what he knows nothing about.* And right here I am going to crystallize this law. *It is a law of the human mind which directs the mind to say "no" to what it does not understand.* Chauncey M. Depew says it is forty years from the time an idea is originated among the people until it is incorporated into national law. So do not be discouraged when you hear the word, "No." In most cases it *does not mean that you cannot sell.* It means that the man is not aware of the value of your product. You must make him realize its value. If you cannot get his attention it means that you have not yet mastered the secret of successful personal appeal. How can we expect prominent business

men to take an interest in our proposition unless we are first interested enough in their business to study their needs?

Important Hints Never stay with a man after you have taken his order and thoroughly clinched it. If you do you are killing his time and your own, and he might change his mind and cancel the order. There are a great many new inventions on the market that are revolutionizing business. Every business man is under obligation to himself to see what you have. Few first-class salesmen use cards to introduce themselves. When you present a card your prospect looks at the card and away from you. In so doing you lose his eye and your influence is sidetracked.

Closing the Interview The following is the best method of ending an interview which you desire to end immediately. There is nothing in the world which business needs more than courtesy, and we have all too little of it. I have known a traveling man to enter a store when the proprietor was busy waiting upon a customer. The proprietor would see him but pay no attention to him. When through with the customer he would go over to his desk and busy himself with his books—that is, apparently he would, but in reality he was simply killing time with the hope that Mr. Traveling Man would leave without approaching him. Finally when he was approached he would act more like a bear than a civilized man. Without looking up he would say something like this, "No, I don't want anything today and I haven't time to talk to you." He would leave the traveling man standing by his desk without a

word of civilized greeting or dismissal. This gave the traveling man either a chance to begin a verbal battle, or retreat in confusion.

A Courteous Contrast In contrast with this uncivilized, unbusinesslike, and unprofitable method of handling the public, I wish to show you how a gentleman and a diplomat accomplishes the same end. Here is the method used by the late Senator Gorman of Maryland in dismissing a salesman. The salesman approached the Senator and stated the object of his visit. The Senator said, "I am very glad to meet you but I am very sorry that my time is so taken up that I am unable to devote the time to look into your proposition." The Senator then arose and walked to the door with his visitor. When he reached the door he extended his hand very cordially and said, "I am very glad to have met you and only sorry that I cannot give your proposition the consideration which I am sure it deserves," and then ushered him out. This is the kind of diplomacy that transformed Senator Gorman from a page in that great body into one of its great leaders. What a blessing to this country such courtesy and such diplomacy would be!

Logic Precedes Appeal The successful salesman is the one who knows how to combine successfully the logical with the emotional argument. Remember that every proposition you present must be launched with a logical, reasonable argument. After that you can make your appeal. Most people want facts and they base their decision upon these facts.

Secret of Leadership The ability to influence is the secret of leadership, and the ability to influence is based upon the knowledge of human nature and how to manipulate it. If you know human nature and thoroughly understand the scientific principles of salesmanship you can play upon the keys of human nature with the same marvelous skill that a brilliant pianist plays upon the keys of a piano. (See Knox's Complete Course.)

Examples of Great Orators Why was Wendell Phillips such a great orator? Why was John B. Gough able to play the whole gamut of human passion and emotion? Why was he able to play upon the keyboard of human nature with such marvelous results? Why was he able to touch a sympathetic chord in every human heart? It was because he knew human nature in all its forms. He knew its strength and he knew its weakness. He knew men and he knew women. He knew how to convince by his logic, and persuade by his eloquence. He knew how to make people laugh and cry. Do you? He knew their passions and he knew their impulses, and he knew what to say in order to reach and influence their minds and hearts. Do you? It will pay you to read the speeches of the world's greatest orators. In this way you will learn the secret of an orator's power. The secret of a salesman's power is much the same. Profit by the successful experiences of others. *It is not what you know that will keep you down, it is what you do not know.*

Note Book Habit Every time you hear a sermon or lecture, or get an idea from a newspaper or magazine which will help you in your business, take out your notebook then and there, no matter where you are, and jot it down. If you wait you will forget it. Talk that point at your first opportunity. It will be fresh and you can use it enthusiastically.

Value of Illustration Every salesman should have a good illustration or two to use with every selling point. He will have them if he jots them down as he finds them. I have carried a notebook for several years. It has been worth hundreds of dollars to me. I could not have prepared these chapters without it. I have not only used it to keep a record of the good ideas I have found, but I have used it to capture my own ideas. Every man will originate a good idea occasionally. In most cases he cannot retain it unless he writes it down. I aim to commit to memory, not only my own ideas but all the other good ideas I can. If you will follow this method carefully for a year, it will greatly enrich your mind, increase your efficiency, and show you the necessity of continuing it. It is said that Bishop Vincent's great lectures and sermons grew out of this method. The man who gets the notebook habit will make himself greatly superior to the man who does not. And the man who gets the study habit is the only man who has a chance of success in the future.

The Why of Objections We will next consider the subject of objections. Why does a man make an objection? Does he not usually do it

because he is still more interested in his money than he is in the article you are trying to sell him? Do you see the underlying principles here? Then the proper thing to do in most cases is to find out the reason for that objection and go after that. When we remove the objection we make the sale. We must go *deeper* than the objection itself. The thing for you to do is to dig back into your reserve and give him such an inspiring talk that he will get so interested in what you want him to buy that he feels bound to get it because he hasn't any excuses left. Of course, people make excuses sometimes because it is a habit and because they haven't anything else to say, or because they want to feel satisfied with the proposition. Do not take objections too seriously is my advice. You know men often buy tobacco and drink, even though they have to beg the money to get it. They get it because they are *intensely interested* in it. Get them to *desire* your goods and you will sell them.

Epigrammatic Language The answer to an objection in one epigrammatic sentence very often gets the order, because it absolutely clinches the idea in the man's mind and routs his unbelief, while if your answer had been stated in different language you might have lost your order. For example: *It isn't what it will cost that you want to consider, but what it will cost you if you do not get it. That is what you want to think about.*

Antagonism Kills Influence A salesman should never argue. Burn this into your memory. You cannot *influence and antagonize at the same time.* A salesman is not in the field to

run counter to individual opinions and prejudices on political, religious, and a thousand other subjects. He is out there to sell goods, and to argue is fatal. A salesman should give assent as much as possible to what is said, providing it is not important, and when he cannot do that he had better not say anything. You can lead the conversation and do it so skillfully that the other fellow thinks *he* is leading it. For instance, when you know a certain insurance policy is best for a man's needs, talk that and nothing else. Concentrate his mind upon it and you eliminate competition.

Intercepting Objections The skillful salesman nearly always intercepts and answers an objection before it is made. When an objection does come up he answers it at once and turns it into an advantage. When you are asked the price of an article I do not mean to say you are to consider that an objection and answer it immediately. It is not always wise to tell the price at the beginning of your selling talk because the prospect will likely think of the price instead of what you say. When the subject of price comes up you might say something like this: "I will go into that a little later," or, "If I were to give you the price now before you had looked into the benefits of this article, you might be thinking about the price and not about the profit to be derived from it. On the other hand, after you have investigated it you may not want to get along without it, regardless of price. It is not a question of price that you care about. It is a question of how much profit it will make you, how big a dividend on your money in-

vested. You don't care what an article costs provided it pays you from twenty-five to fifty per cent. dividend on the investment, do you?" I do not mean that all this is to be used at any one time, but it is suggestive. Every objection should make a salesman stronger. Where the cost of the article is very small and it takes only a short time to consider it, of course, it is wise to state the price when asked, or make a point of telling it before you are asked.

Two Kinds of Objections There are two kinds of objections—the personal kind and the critical kind. The personal objection is always hardest to answer, as the person who makes it is usually stubborn or prejudiced. A man sometimes says he has made up his mind and could not be induced to change it. You might remind him that there are exceptions to every rule, and you believe, if his judgment tells him that it is to his advantage to make the purchase, he is too wise a man to let any personal opinion or prejudice stand in his way. Or you might remind him of Lincoln's saying that, "The foolish and the dead alone never change their minds." It is plain then that it is the wise man who changes his opinion.

Illustrative Answers Here are some common objections and their answers: "It costs too much." "However, Mr. Blank, if you could figure out that it will make money for you, you would look upon it as a good investment, would you not? Really, it is not what an article costs but the profit there is in it that you always consider. If this article costs

you $500.00, but earned you from 20% to 40% on the investment, you would consider it a good investment, would you not? You would consider it a good investment if it made you only 10% as you can get only 3% or 4% from the bank. An article that makes or saves you money is not an *expense.* It is an *investment.* Note carefully the difference. The clothes you wear are an expense, but of course a necessary one. So is the house you rent or own. But this article, as you can see with your own eyes, will make you such a saving that you cannot otherwise possibly make, that it will pay for itself within five years and go on repaying for itself every five years thereafter. This, then, is not an expense, as you can see, but a big dividend-paying investment." You can use the same argument when the article increases his business.

Expense or Investment, Which?

"Do you say you would like to hire assistants but they cost too much? No. An assistant is an investment. The one and only reason you have for paying him wages is that he will earn money enough for you to pay back his cost and a profit besides. This article will do the same thing. If I offered to sell it to you for 10 cents and it would not make or save you 10 cents you would not want it. But if I should ask you ten times as much as I do ask you and it would make or save you a good profit, then you ought to get it, ought you not? This article will pay for itself and make you a good profit. This you realize. When it will do that you ought to have it, no matter what it costs. If it will not do that you do not want it as a gift. Isn't that right? Re-

member there are two values to every purchase. What it costs and what it saves or earns. Please do not confuse them. Cork costs four cents a pound but if you were drowning its value would be, not what cork costs you but what cork saves you. Do not confuse the two values by seeing what you pay and overlooking what you save. You judge a man or a dollar by its earning power. You pay a man wages according to the results he gets. Judge this proposition in the same way. What would be a high price for one man would be a low price for a better man."

Selling Your Services The young man applying for a position can make splendid use of every principle taught in this course. How good a position a young man gets or how much money he earns, depends upon his ability to sell his services as well as his ability to do the work. Very few young men realize that in selling their services they are selling goods just as surely as if they were selling cotton, corn, silk, or automobiles. And the man who buys their services does so with the idea of profit just the same as buying any line of goods.

Valuable Suggestions In seeking a position I would never approach an employer with a cigar or cigarette in my hand. I would never want an employer to see the color from a cigarette on my fingers. I wouldn't say, "I reckon you don't want another man, do you?" I would be dressed like a prosperous business man, not at all flashy, but neat and clean, and have my shoes shined. I would see that my clothing harmonized. I wouldn't match blue

eyes with a red necktie, a spotted vest, black coat, and gray trousers. I would not offer to shake hands with the man from whom I sought a position. I would not be egotistical and put up a bigger talk than my past record justified, especially if he knew my record. Neither would I be backward or diffident. I would state my case clearly and vigorously. I would make a great deal bigger hit by saying my "long suit" was hard work, rather than by saying I was a little brighter than the average fellow. I would never exhibit pessimism or any of the negative qualities. They are not good selling points unless you want to get turned down.

Be Confident and Positive If you are asked if you can do the work, don't say you *think* you can. Be sure to say you *can* and say it positively, if you think you can. Many a man has gotten a position through sheer nerve and made good after he got it. That possibly is easier when your record to the contrary is not known. An applicant for a bookkeeping position said to his prospective employer: "If I take care of your books you can sleep like a baby every night. No worry about what your monthly balance sheet will show because you will find on your desk every morning an accurate statement showing just where you stood at the close of business the night before." He painted an attractive picture and got the job. Selling services is comparatively easy, but making good, "that's the rub."

$25,000 a Minute According to a writer in "Success" here is an argument that paid handsomely. "One of the buildings of Wooster University burned down one night. The next morning the

youthful, boyish-looking president, Louis E. Holden, started to New York City to see Andrew Carnegie. The next day he called upon Mr. Carnegie. Without useless preliminaries he said, 'Mr. Carnegie, you are a busy man and so am I. I won't take up more than five minutes of your time. The main building of Wooster University burned down night before last, and I want you to give us $100,000.00 for a new one.' 'Young man,' replied the philanthropist, 'I don't believe in giving money to colleges.' 'But you believe in helping young men, don't you?' asked President Holden. 'I'm a young man, Mr. Carnegie, and I'm in an awful hole. I've gone into the business of manufacturing college graduates from the raw material and now the best part of my plant is burned down. You know how you would feel if one of your big steel mills were destroyed right in the busy season.' 'Young man,' said Mr. Carnegie, 'raise $100,000.00 in thirty days and I'll give you another.' 'Make it sixty days and I'll go you,' replied Professor Holden. 'Done,' said Mr. Carnegie. Professor Holden picked up his hat and started for the door. As he reached it, Mr. Carnegie called after him, 'Now, remember it's sixty days only.' 'All right, sir,' said Professor Holden. Holden was already half way down the stairs. His call had consumed just four minutes. The sum was raised within the specified time, and when handing over his check, Mr. Carnegie said, laughing, 'Young man, if you ever come to see me again, don't stay so long. Your call cost me just $25,000.00 a minute.'"

The Reasons Why Holden Won

First. You will notice that Mr. Holden dispensed with all the

preliminaries and began to talk business from the first sentence.

¶Second. I want you to notice Mr. Carnegie's objection and Mr. Holden's answer. Holden's sentence reply to Carnegie's sentence objection won the $100,000.00. Don't you think Holden could well have spent five years of his life in special study in order to win the $100,000.00? Suppose President Holden had tried to answer Carnegie's objection, that he did not believe in giving money to colleges. If he had he would have begun with a tiresome defense of the value of a college education. But he didn't. He knew human nature particularly, and Carnegie's nature especially, too well to make such a blunder. He knew that Carnegie's system of making such young men as Schwab and Corey his business partners was the wonder and admiration of the business world. He well knew that Carnegie wasn't much interested in colleges but that he was immensely interested in young men and had a tender spot in his heart for them. Holden touched this tender spot. How did he do it so spontaneously? *He was prepared.*

Proper Preparation Pays

He had *studied* his proposition in advance. You see President Holden used the language that the great Iron Master was familiar with. He met him on his own ground. He did not use a single logical argument. He knew Carnegie had money to give, and that he would get it if he made the proper appeal. He made the emotional appeal and it did the business. He won this money, not because of his ability as a student of Latin, Greek, or Mathematics, but because of his ability as a

salesman. Doesn't it pay to prepare in order to win the big prizes? Notice that Holden immediately took Carnegie's mind away from the subject of helping colleges, as he was prejudiced on that subject, and directed his thought to a subject that Carnegie liked. That was the subject of young men. Notice further that Holden not only did that, but he did something else of strategic importance. He answered the objection by asking a question. He used our interrogative method. That immediately placed Carnegie on the defensive. That sentence answer crystallized what might have been an hour's argument.

Honesty the ONLY Policy

The Mental Law of Sale would not be complete were I to finish this lesson without discussing honesty as it relates to truth and falsehood. Some good and otherwise well-meaning people seem to think that a man's ability to sell goods successfully depends upon his ability to lie successfully. A prominent woman once told me that her son was a poor automobile salesman because he was too conscientious, he wouldn't lie sufficiently to be successful. This idea is so absurd that it is preposterous. Nevertheless some people and some light-weight salesmen are possessed with it. The best thing that can possibly be said about a proposition is to tell the truth about it, and tell it so clearly that it can be understood. The man who lies, can not do this because he hasn't the ability. He tries, therefore, to substitute falsehood for lack of knowledge, and just as soon as he does this his prospective customer realizes it and loses confidence in him. A salesman cannot lie and get away with it. The

man who tries it writes falsehood, insincerity, and dishonesty in every line of his face. Every man who sees him may read it. *The greatest compliment a man can pay to the proposition he is handling, is to tell the truth about it and tell it well.* If the proposition will not justify it, you cannot afford to sacrifice your manhood in trying to sell it. No man will handle a poor proposition unless he values his manhood less than his profit.

Honest Men in Demand There never was greater demand than there is today for men who are absolutely honest and whose word can be relied upon. There are not enough of these men in the business world today. The great need is for salesmen who know how to analyze and organize the truth in relation to a proposition, and drive this truth home to the minds and hearts of men in such a way as to produce conviction. When a salesman leaves the truth and begins to base his talk on falsehood, his statements are fanciful, foolish, illogical, and nonsensical. The one who hears them knows they are false. He also knows that the tone of the salesman is false. When a salesman disregards his brains and the brains of his listener, which he does when he tries to win by lying, he is on the road to failure.

Suggestive Questions and Exercises

¶1. Is it wise to go into details in your *first selling* talk? Why?

¶2. What can you say about having a definite object in mind?

¶3. Why do people turn you down when they are ignorant of your proposition?

¶4. What is the difference between an expense and an investment?

¶5. Why did President Holden close the sale in so few words?

¶6. Write an essay of one hundred words on the bad effects of lying in order to close a deal.

¶7. Discuss the importance of the notebook habit.

¶8. Is it well to argue with a customer? Give reasons for your answer.

¶9. Mention some magazines of value to the salesman. Do you read them?

¶10. What is the effect of one's mental attitude on his success?

Salesmanship Score Card

(Courtesy of Geo. L. Crisp.)

First Step—*The Approach.*

Timid.....Confident.....Dignified.....Strong....
Pleasing....Disgusting....Weak....Confused....

Second Step—*Getting the Attention.*

Did the salesman get on the customer's side of the fence?..... Was salesman apparently indifferent to the needs of his customer?..... Did he make any positive suggestions along this line?..... Negative suggestions?..... Was his manner confident?.....

Third Step—*Arousing Interest.*

Did salesman hold the customer's attention concentrated until it ripened into interest?..... Or did he fail?.....

Fourth Step—*Demonstrating to a Point of Conviction.*

Was salesman's preparation for his sales talk good?..... Or was it poor?..... Or just fair?..... Did he understand his customer?..... Did he understand the article he was trying to demonstrate?..... Was he well acquainted apparently with any similar article his customer seemed to know about?..... Was his speech forceful?..... Clear?..... Elegant?.....

Fifth Step—*Creating Desire.*

Evidence of reserve talk: Was there no evidence? ..... Was it just barely noticeable?..... Was it strongly evident?..... Was customer's curiosity maintained?..... Or lost?..... Did salesman introduce any irrelevant ideas?.....

Or did he skillfully avoid them?.....

Objections:

Personal: Well answered? Poorly answered?....
Critical: Well?..... Poorly?.....
High cost: Well?..... Poorly?.....
Other objections: Well?..... Poorly?.....

Sixth Step—*Developing Resolve to Buy.*

How did salesman answer these objections:
"Cannot afford it." Well?..... Poorly?.....
"Guess not now." Well?..... Poorly?.....
"Oh, I don't know." Well?..... Poorly?.....
"Maybe some day." Well?..... Poorly?.....
What was the cause of the customer's hesitancy?
Unwilling to take the responsibility?.....
Baseless fear?..... Or other cause?.....
Did salesman seem to judge the customer's hesitancy as you think he should have? Yes.....
No..... In your judgment did he treat the customer's hesitancy as you think he should have?
Yes..... No.....

Seventh Step—*Closing the order.*

Did he dispense any information that would help the buyer while he was trying to close the deal?
Yes..... No..... Was he serious in closing?
Yes..... No..... In closing did he give some affirmative suggestions? Yes..... No.....

Questions:

Did salesman actually win an order? Yes.....
No..... If not did he leave some suggestions that would win an order later? Yes.....
No.....

Summary to Chapter IX

¶1. Self-interest is the dominant emotion in the average man's life, and the salesman's proposition must satisfy this self-interest in the way of profit if a sale is to be made.

¶2. The preliminary sale's talk should be brief, clearly stating the main points of the proposition. This saves time and energy, makes clear the proposition, sustains the interest, and, in case of failure to sell, it leaves a large reserve talk from which to meet objections.

¶3. When an objection is made answer it and close the order at once. To answer objections the salesman must know and use reasons that outweigh the objections.

¶4. The same seriousness should be used in closing the order that is used in presenting the arguments.

¶5. The prospect may be kept from a decisive refusal to buy by securing an affirmative choice of grade, color, time, or method of delivery.

¶6. The salesman should control the interview and be free to act on the decision of the prospect.

¶7. Every idea that enters the mind tends to produce action unless inhibited, therefore continuity of thought is imperative until the order is closed.

¶8. Irrelevant ideas, or too much talking, tend to confuse thought; they postpone closing and are likely to prevent a sale.

¶9. Explanation of a proposition is necessary to make it plain, proof or argument to create desire, per-

suasion to intensify desire until it culminates in a resolve to buy.

¶10. The successful salesman must be tactful in securing an audience with a prospect and in retiring; prompt and businesslike in meeting his appointments; agreeable and courteous in his manner; and neat and clean in his appearance.

¶11. A good salesman should have in mind fresh and apt illustrations to reinforce his selling points. A note-book should be carried in which to jot down new illustrations or ideas.

¶12. The salesman should avoid antagonizing individual opinions and prejudices. He should direct the conversation without seeming to lead. This is especially necessary in meeting the personal kind of objections.

¶13. It is not so much what an article costs as what it saves or earns.

¶14. The greatest compliment a man can pay to the proposition he is handling is to tell the truth about it and tell it well.

CHAPTER X

Suggestion in Salesmanship

Power of Suggestion The word suggestion means very little to the average man, and yet suggestion exercises a marvelous power in politics, religion, medicine, business, salesmanship, and advertising.

Suggestion Defined In order to understand it thoroughly, it will be necessary to define it and analyze it in such a way as to understand clearly its action upon the mind. The following definitions by two of our great psychologists will help us. "By suggestion is meant nothing more than the intrusion of an idea into the mind with such skill and power that it dominates and for the moment disarms or excludes all other ideas which might prevent its realization." Let us remember that the tendency of every suggestion is to result in action which is in harmony with the suggestion.

Another Definition The following definition of suggestion is even stronger. "A suggestion is a statement made by one intelligent being to another presumably intelligent being. Of all the laws of the human soul, the law of suggestion is the most

important." In order that we may thoroughly understand this power we must first understand its relation to the dual mind. The law is stated as follows, according to Hudson:

Hudson's Three Laws

1. "Man is endowed with a dual mind, objective and subjective."
2. "The subjective mind controls the functions, sensations, and conditions of the body."
3. "The subjective mind is amenable to control by suggestion."

The Mind Analyzed

In order that we may get a clearer idea of suggestion and its action upon the mind, I shall here at the beginning devote a little time to an analysis of the mind. I can then make the practical application clearer.

Functions of the Dual Mind

The objective mind is our every day, reasoning mind which takes notice of things by means of the five senses. The objective mind is the seat of judgment and reason. The objective mind reasons by all methods, inductive and deductive, analytic and synthetic. The subjective mind can reason only by deduction. The subjective mind never classifies a series of known facts, and reasons from them up to general principles; but given a principle to start with, it will reason deductively from that down to all legitimate inferences with a marvelous cogency and power. It is the seat of the emotions and the storehouse of memory. It performs its highest functions when the objective senses are in abeyance. It also has the power to read the thoughts

of others, even to the minutest details. Notice also that the subjective mind is dependent for information upon the objective mind, "on all subjects of human knowledge not governed by fixed laws."

Subjective Mind Cannot Argue Another important peculiarity of the subjective mind is that it is incapable of controversial argument. This is an extremely valuable law for the salesman to keep in mind. Let us remember that we cannot antagonize and influence at the same time. For this reason a good salesman will, under no circumstances, controvert what his prospective customer says, or argue with him in any way. If he wishes his prospect to see the situation as he sees it, he will call his attention to a new phase of the subject and ask him if he will not kindly look at the matter from that point of view. In fact the objection of a customer can be thoroughly neutralized and overthrown by the subtle law of suggestion.

Effect of Repetition Suggestion continually repeated finally results in action, because every idea that enters the mind has an immediate tendency to result in action unless eliminated by a competing idea. Psychologically the secret of influencing the mind is to keep your idea continually before people. Advertisers and manufacturers who have advertised extensively have made a fortune out of the use of this idea. The salesman uses exactly the same method. He knows how to make suggestions so adroitly and skillfully that he finally clinches the order.

Interrogative Method Most Effective A suggestion has a powerful effect when used interrogatively. This method is not only used to induce a customer to commit himself affirmatively, but to keep him interested and thinking as well. After a customer commits himself a few times, the suggestion has a chance to work and it does induce action. Here are some applications of suggestion by the interrogative method. It is no wonder so many people are interested in this line of goods, is it? If there wasn't a single special feature but this one right here, this one idea would be worth the price, wouldn't it? I guess you feel as thousands of people do, that it is an opportunity to get an article like this, don't you?

Four Kinds of Suggestions There are four kinds of suggestions, positive and negative, direct and indirect. The positive suggestion says, This hat will give you excellent satisfaction; the negative suggestion says, You wouldn't want this kind of a hat would you? The positive suggestion says, You can get two collars for a quarter and save a nickel; the negative suggestion accepts the fifteen cents for one collar and says, That's all, is it?

The Direct Versus the Indirect The direct suggestion is a suggestion made by one man to another. The indirect suggestion is a suggestion made by a third party. For instance: I ask my friend Jones how he likes a certain magazine. Jones tells me it is fine, that he couldn't get along without it. That suggestion coming to me from Jones is ten times as effective as if coming from the man whose business it is to sell the magazine.

Positive and Negative Suggestion I will contrast the results of the positive and negative suggestion. I will show you how sales are made by using the positive method and how they are lost by using the negative method.

Bad Effects of Negative Suggestion I was in a grocery store one day and the clerk said to his customer, "You wouldn't want any oranges, would you?" She said, "No." Didn't he tell her she didn't want any? When the human mind is in a state of indifference, it can always be counted upon to act negatively in response to a negative suggestion. Every negative suggestion is an apology, and yet nine-tenths of the salesmen of this country use the negative because they have been educated that way. The man who is so ashamed of his proposition that he makes his approach with an apology, is not making a sale, but killing it.

Other Examples of Negatives An artist came to my office once with a picture in his hand and said, "I don't suppose you want to buy a picture, do you?" I told him I didn't. He said, "I didn't suppose you did." I was in an implement store one day when a farmer came in. The dealer said to him, "You don't want to take a buggy out with you today, do you?" The farmer answered in the negative. Why shouldn't he? Isn't that the answer the dealer expected? Let me illustrate a negative suggestion in another way. Suppose a young man decided to get married, and suppose he edged his way up to his lady love and said, "Mary, you wouldn't want to get

married, would you?" Do you think he would get her? Not unless she thought it was her last chance.

How the Positive Works A retail store has been very successful selling oranges by putting a beautifully decorated card in the window which said, "The doctor says, eat oranges, twenty-nine cents a dozen." The suggestion which that statement made to my mind was this: If the doctor says, eat oranges, I better do it or I may get sick and have a doctor bill to pay.

A Shrewd Use of Suggestion I wanted to buy a black, light-weight overcoat and I called upon several of the clothing stores to see if they had what I wanted. In one store the clerk said, "We haven't what you want in black. You wouldn't want a grey oxford, would you?" I took his word for it and said, "No." I then called upon a tailor and discovered that he understood the difference between positive and negative suggestion. I didn't tell him I wanted a coat, mind you. I told him I was just looking, and that was the truth. After satisfying me with the goods, he said, "Do you want a velvet collar or a collar made of the same material as the coat?" A pair of positives, notice, and I hadn't yet told him I wanted the coat. Then he said, "We will make you a collar of each kind and you can have it changed when you desire it."—A positive clincher. Then he showed me styles and wanted to know whether I wanted it made loose or have it close fitting. He landed me with five positives and while I went in with the intention of not buying, he got some of my money before I got out. Positive suggestion did it.

Another Illustration I went into a store one day to buy a collar. I told the proprietor the size and style I wanted. Ignoring my statement that I wanted one collar, he opened the collar box and said, "How many do you want—four?" I said, "How did it happen that you asked me if I wanted four collars when I said I wanted only one?" He said, "Well, I thought maybe you could use them." Suggestion, you notice. I told him I would take two. He said, "The next time I will ask you to take eight."

"Something?" A Bad Approach I went into another store one time to buy a collar. The clerk said, "Something?" I told him I wanted a collar. Now, why didn't that clerk take it for granted that I was there for something and ask me a positive question instead of a negative one? If that clerk woke up at three in the morning and found someone going through his pockets, do you think he would rise up on his elbow and say, "Something?" No, he would know the man was in there for something. If the salesman were in the mental attitude of positive expectation, he would be more likely to ask the man what he could do for him than to offer a suggestion of indifference. Indifference is always negative and it is one of the most negative and demoralizing influences among the salespeople of this country today.

Chloroforming the Mind But to go back to the collar. I handed him the fifteen cents and he said, "That's all, is it?" and I walked out. Instead of chloroforming my mind into inaction by

saying "that's all," suppose he had offered me two collars for a quarter and called my attention to ties, shirts, etc., some of which articles the average man is usually in need of. It is the business of the salesman today to do some thinking for his customers. If he doesn't, someone else, whose mind is awake, will get most of their business.

Thinking for the Customer A clerk told me a man came in one day to get a $1.50 shirt. The clerk showed him the shirt he asked for. He and his wife were both satisfied with the shirt and decided to take it. The clerk, however, wasn't quite satisfied. He decided to use suggestion. He brought down a $2.50 shirt and placed it by the side of the $1.50 shirt. The customer talked about the cheap shirt, the clerk talked about the higher priced one. Result: He sold the man two $2.50 shirts and the man liked them so well that he came back the next morning and bought another at the same price. That is suggestion that got results and gave greater satisfaction.

The Negative Queers the Sale Here is an illustration which shows the effect of negative suggestion. A farmer came to town to buy a self-binder. He looked at one binder and was so well satisfied that he was about to buy it. At this point the salesman, thinking he would make a hit and close the sale immediately, said, "I'll tell you, this binder has given us very little trouble." Now this farmer wasn't looking for a binder that was going to give him even a little trouble. He had troubles of his own. That one suggestion scared him away. He went

out and bought a binder from a salesman who said, "This binder has given us excellent satisfaction."

A Keen, Positive Suggestion I once saw the advertisement of a top-buggy in a mail order catalogue. The price printed under the buggy was $39.00. Alongside the buggy in big letters was this statement: "Don't buy a cheap buggy." The whole ad carried the idea of exceptional value. This ad sold a great many buggies. It gave the impression of big value at a low price.

Man a Creature of Suggestion Professor Walter Scott says: "Man has been called the reasoning animal, but he could, with greater truthfulness, be called the creature of suggestion. He is reasonable, but he is to a greater extent suggestible."

Reactive Effect of Suggestion The character of the salesman is affected by the use of good or bad suggestion. No matter whether the suggestion is good or bad, it is bound to react upon the character of the one who made it. It is impossible for one to suggest life-giving, invigorating, positive, moral principles without being helped himself. It is impossible for one to think and talk and act in accordance with the great forces of life without being lifted up and inspired by his own message.

Importance of Auto-Suggestion Just as it is possible to influence the subjective mind of another by suggestion, so it is possible to influence our own subjective mind by autosugges-

tion. All we have to do is to determine on a certain course, make up our mind that we will follow it, our subjective mind accepts the suggestion, and we carry out our determination. In order to gain results which are worthy we must think in harmony with the great principles of truth. Truth perpetuates itself by virtue of its own inherent vitality. Every truth is itself a part of an organized system which is co-extensive with the Universe of God. On the other hand, every falsehood, every error, every wrong idea is a prolific source of possible evil, "for no correct conclusion can be drawn from a false premise."

Suggestive Questions and Exercises

¶1. What is meant by suggestion?

¶2. What is meant by the objective mind? By the subjective mind?

¶3. How can you use the law of suggestion in creating desire?

¶4. How can the same law be used in closing an order?

¶5. What four kinds of suggestions are there?

¶6. What is meant by indirect suggestion?

¶7. What is the effect of environment on growth?

¶8. What is an autosuggestion? How may it affect one's health?

¶9. What value has it in personal development?

¶10. How is suggestion used in advertising? Give some well known instances.

¶Make some careful experiments with autosuggestion. When you retire at night, impress your sub-

jective mind very strongly with the fact that you must awaken at a certain hour. Note the result. Try impressing some particular subject on your mind to be thought of when you first awaken. Repeat some formula of "good cheer" daily on arising, earnestly and honestly desiring it to be lived out. The following formula is suggested: "I will get all the comfort and pleasure possible out of this day and I will do something to add to the measure of the world's happiness and well being. I will control myself when tempted to be irritable and unhappy and I will look for the bright side in every event." Persevere in these and similar exercises in autosuggestion.

Summary to Chapter X

¶1. Suggestion is a stimulus to action which overcomes all antagonistic influences that would prevent its realization.

¶2. The mind may be divided into objective and subjective. The objective mind is the seat of reason, of judgment, of logical thinking, of the five senses. The subjective mind is the seat of memory, of the emotions, and may be controlled by the power of suggestion.

¶3. Suggestion continually repeated results in action. The salesman and the advertiser make use of this principle.

¶4. Suggestion has a powerful effect when used interrogatively to secure assent.

¶5. There are four kinds of suggestion: positive and negative, direct and indirect.

¶6. The salesman's success and character are affected by the use of good or bad suggestion.

CHAPTER XI

Human Nature

The Five Senses I have never been told by any student that he has made a careful, analytical study of the five senses, with the idea of increasing his business efficiency. We were taught in our youth that the five senses are seeing, hearing, smelling, taste, and touch.

Educating the Eye Emerson says we get nine-tenths of our education through our eyes. That being the case, we should devote a great deal of painstaking thought and attention to the eye, its use, and the best methods of observation. Some people have a large development of the observation qualities, others seem to have little aptitude along this line. This latter class should especially concentrate their thoughts upon remedying the deficiency. But this idea has never been called to the attention of most people. In fact, in many cases the quality of observation is less evident when they finish school than when they enter.

Observe Trained Speakers In listening to a sermon or a lecture, you should watch every gesture, every movement, and every attitude. You should especially note this in trained speakers.

Learn a lesson from them. Many can appreciate a successful effect of any kind, but they cannot give the reason why, as they cannot analyze it. Observe closely and look for the reason why.

Study Faces Intently When you are selling a man you should study his face with a hawk-like intensity. In this way you will profit by every expression of interest, take advantage of every favorable movement. By observing an individual's dress and general appearance you can draw a pretty accurate conclusion as to his habit of thought. You can tell his temperament and quite correctly judge his inclinations. Study faces and try to remember them. Take a personal interest in people. Try to determine how old people are when you meet them. Try to determine their business or position in life. Too many people go through life without seeing any more than they have to. That is one of the main reasons they do not amount to more than they do. When an individual does not use his eyes it means that he does not use his brains. A young man came up behind me one day in a strange city and said: "Why, how do you do, Mr. Knox?" I had seen that young man only a very few times, and that was over a year previous to this meeting. I asked him how he recognized me and he said he had a good eye for faces. He developed his qualities of observation.

Observe Window Displays When you go down the street you should study the windows in the stores. When a window trimmer trims a window, he has a special reason for so doing. Figure out

his reason. A window trimmer desires to trim his windows so that the goods will sell themselves through an appeal to the eye. He has studied other people's eyes as well as his own or he would not know how to make this visual appeal.

Keen Eyes Why is it that a stock buyer is such a good judge of the weight of cattle and hogs? It is because he studies animals and estimates them with the idea of weight in mind. You notice that he *pays attention.* He concentrates his mind upon his subject and learns to estimate. We often hear the remark that So-and-so has very keen, alert eyes. *He has made them so. He has learned to observe.* Gladstone said he judged people more by what they looked than by what they said.

Opportunity For Practice It will pay you to study advertisements with the same idea in mind. Look at a new automobile. See how it has been made to appeal to the eye. Notice how a beautifully gowned woman appeals to the eye. When you go to the circus you will see about five trapeze performers in the same group. You will usually notice that three of them are men and two are women. You will notice that the men do all the difficult work; that the women are very fair to look upon, but that the performing they do amounts to little. They are up there to be seen and to fill space that would otherwise not look well. In the eyes of the onlooker they unconsciously accentuate the clever acrobatic effects of the other performers.

Please Both Eye and Ear Why do people spend years in studying oratory? *They do it to please the eye and the ear.* Did you ever stop to think of that? Beecher practiced oratory for years. Why? In order to please people. Demosthenes stuttered. He knew that stuttering did not please people, so he went down to the beach, placed pebbles in his mouth, and practiced until he overcame his difficulty. He did it to please people rather than to displease them. We must please people in order to succeed in life. It pays. How we look and how our samples look, will give pleasure or displeasure to the eye. The salesman who does not keep his samples looking their best is going to lose business, and a lot of it. A self-respecting man will not buy from a sloppy salesman whose samples are not clean. By all means see that your appeal to the eye is as good as it can be made. When a man looks at you he sees a picture that is either pleasing or displeasing. If that picture has unpolished shoes, a dirty collar, and finger nails decorated with mourning, do you think it is good to look upon? I recently saw a man eating with his knife. That one act told my eye a definite story about that man.

An Extreme Case A prominent concern wanted a first-class city salesman. They received many applications. But one man's recommendations stood out so much stronger than all the rest that they sent for him. He was an able looking young man. The president of the concern took him to the club for dinner. He tucked his napkin around his neck when he ate. He finished his dinner sooner than his prospective employer. As soon as he

had finished he tilted his chair back and began to pick his teeth. Then he took out his knife and cleaned his finger nails. In spite of his fine qualifications as a salesman he was not hired, as this concern expected their salesmen to dine with many of their prominent customers, and they could not afford to be humiliated by such a representative. They hired an inferior man, but he finally became a member of the firm. If the first man had developed his qualities of observation he would have learned that he could not grossly offend the eye and not lose prestige. His one weakness cost him a great opportunity.

Value of a Pleasing Voice A voice that is harsh or that grates will not long be listened to even by a good prospective customer. In hiring a man, many concerns consider his personality first and his voice second. Many concerns will not hire a man unless he has a pleasant voice. The business world is keyed up to a high pitch. It will listen to a musical voice but never to a harsh one. Every salesman should therefore train his voice if he expects maximum pay.

Guard Your Breath You may not think the sense of smell has much to do with salesmanship, but it has. Many people will not do business with a barber whose breath smells of cigarettes or chewing tobacco. The same is true with a dentist. Many people will not buy from a salesman who has an offensive breath of any kind. Many men have such breath but they do not realize the bad effect of it. A prominent doctor was sick almost unto death

with pneumonia. Leading physicians called upon him. They came into his presence smoking, and it nearly stifled him. Up to this sickness he had been a constant user of tobacco; but he vowed never again would he be so unconsciously brutal as to offend a sick person with smoke.

Taste and Touch The matter of taste has very little to do with ordinary salesmanship, as very few goods are sold on the basis of taste. But one should develop the sense of touch. Some men become so expert through the sense of touch that they can determine a good deal about a man's character by shaking hands with him. The characterless man has a weak handshake.

¶In the future, the man who *guesses* as to the use of the five senses will be left far behind the man who *knows*. Use your senses. They were given to you for that purpose.

The Human Instincts The following list of human instincts and their action is taken from a prominent work on psychology by Professor James R. Angell, head of the Department of Psychology, of Chicago University. These instincts are: "Fear, anger, shyness, curiosity, affection, sexual love, jealousy and envy, rivalry, sociability, sympathy, modesty, play, imitation, constructiveness, secretiveness, and acquisitiveness.

¶"Curiosity is simply another name for interest. Curiosity is the racial instinct to which our sedate citizen is yielding.

¶"Many persons feel an ineradicable impulse to

conceal their plans, their actions, and their character behind a screen of non-committal silence and reserve. But this is temperamental and may be felt in the absence of all explicit justification. Acquisitiveness is selfishness; the impulse to get and hold.

¶"Rivalry is closely allied with emulation, and runs to excess in anger, hate, jealousy, and envy. Its stimulus is found in the successful achievement of any one coming within our own social circle, by virtue of which we are likely to be relegated to inferior positions.

¶"Envy is generally applied to our covetousness of the prosperity or possessions of others. This covetousness is often accompanied as in jealousy, by more or less malignity. Jealousy we commonly apply to a similar feeling toward persons who are our supposed rivals, whether actually successful or simply feared. Its characteristic expressions are similar to those of anger and hatred, but commonly occur in milder form.

¶"Adult constructiveness is exercised under the stress of fear, pride, or similar emotions.

¶"Impulse as a mental affair may be defined broadly as the consciousness of tendency to movement. The disposition to movement is instigated by some stimulus." We know that thought plus feeling equals action.

¶"The first time one of the strong racial impulses is felt, the individual's consciousness contains little or no anticipation of what is about to occur. He is simply aware of an unusual thrill, a passing interest, which comes to him disclosed in part by muscular movements—half mechanical in their nature.

¶"Instinct and emotion are both psycho-physical processes. The instinct refers primarily to physical phenomena, and the term emotion to psychological."

¶No matter how brainy a man may be, no matter how well educated he may be, he will be a failure as a leader of men unless he thoroughly understands these human instincts and how to manipulate them so as to induce action in his behalf.

Three Closely Related Subjects As previously stated, the psychological principles of salesmanship and oratory are the same. Advertising is one form of salesmanship. Hence Salesmanship, Advertising, and Oratory are very closely related. The salesman should seize every opportunity to study good speakers and to practice speaking in public as an aid to his specific work of selling. As Arthur B. Freeman says: "Salesmanship is a form of advertising and public speaking; advertising is a form of salesmanship and public address; and public speaking is salesmanship as well as advertising. Each has its place in the business world. Each needs the other, and it is only when two or more of these forces are working in conjunction that the most good may be expected."

Rhetorical Trinity The great trinity of rhetoric is clearness, force, and elegance. They are stated in the order of their importance. Clearness appeals to the intellect. Force appeals to the emotions. Elegance appeals to the taste, it appeals to the æsthetic. Therefore, if an argument is clear, it appeals to the intellect; if it is forceful, it appeals to the

emotions; and if it is elegant, it may neither appeal vigorously to the intellect nor to the emotions.

Force and Elegance Contrasted Billy Sunday is clear, forceful, and inelegant, but marvelously effective. Of course he is out of the ordinary—unusual, but it takes the unusual to be most effective. That is due to the fact that folks are lazy. They must be shocked into action. The polished orator, William M. Evarts, was clear, fairly forceful, and elegant. But he was so elegant that his very elegance robbed his speech of its force and killed its effect upon the emotions, leaving it nothing but a dead, rhetorical master-piece, devoid of the power to stir the human soul.

Force is Vitally Necessary Most advertising, most salesmanship, and most oratory that fails to bring results, fails because it lacks force. Your writer or speaker may tell a clear story. It may be elegantly written or delivered, but if it lacks force you may as well bid a fond farewell to the hope of results. To get results it must stir people and to do that it must be forceful. Charles W. Mears, the famous advertising man, says, "The public is both inherently selfish and inherently lazy. Too selfish to be interested in the merely ordinary or casual. Too lazy to take other than routine action unless the unusual action is forcefully urged. And in order to stir this selfish, lazy public into the buying mood, and into action, copy must of necessity shock or challenge the emotions."

Force Based on Character Genung, an authority on writing, says: "Force must shock or challenge the emotions." He also says: "Genuine force in style cannot be manufactured; if the style has not serious conviction back of it, it becomes contorted; if it has not a vivifying emotion, it becomes turgid. Force is the quality of style most dependent upon character. The writer's culture for force, therefore, is, in its deepest analysis, a culture of character. To think closely and seriously, to insist upon seeking fact or truth for one's self and not merely echo it as hearsay; to cherish true convictions, not mere fashions or expedients of thinking—these are the traits in the culture of character that make for forcible and virile expression."

Analysis of Speech A speech can be analyzed under the following heads: Impressiveness, clearness, force, belief, action, elegance, and entertainment. The object of most salesmen is simply to get the order—in other words, to get action. But the salesman who does not do more than simply get the order is not the highest type of salesman. The man who makes the right kind of an impression as to the character of his house, who makes clear what the house stands for and is doing, who establishes belief in the house's reliability, and who is able to entertain the buyer and get him into the right mental attitude, is a hundred times more a salesman than the mere order taker or order filler.

Belief Versus Action Professor Phillips says, "The carefully prepared, half-hour effort of many a preacher has been wasted, because the burden of his

talk was *believe,* when what he really desired was *action.* Already they believed, but they did not do; and every phrase, sentence, paragraph—every argument should have been selected with special regard to its power to influence the will." The salesman very often talks his prospect into buying and then out again by trying to get him to believe in the article, when the man already understands it, and already believes in it, and is waiting to be told to act.

Appeal to Experience The salesman or the public speaker must make what he says come vividly into the life and experiences of the listener. The more vividly and closely the ideas touch the life, beliefs, and experiences of the listener, the more effective they will be and the more likely will he be to gain his end. The more he theorizes and generalizes, the less effective he will be. In order that you may be clear and reach the point of contact in the mind of your listener, show him how the unknown is like the known. In order that you may be impressive, compare the new feeling or emotion to the feeling or emotion he is already familiar with. To induce belief, compare the new idea with the one he is already familiar with. Do the best you can to get out of the listener's experience the thing that has impressed him most. Make your comparative plea upon the strength of that emotion.

Speaker Must Know Human Nature Oratory is the ability to influence and control thought and action. But no man will become highly efficient as a speaker who does not know the

human emotions and the best methods of influencing them; who does not become a highly efficient mental manipulator.

* * * *

For a more complete study of Human Nature as related to Salesmanship and oratory, see Volume Two of the Science of Applied Salesmanship, published by the Knox School.

Suggestive Questions and Exercises

¶1. When you see a horse do you ever stop to think what breed it is or how much it might weigh?

¶2. When you pass a corn field in the summer do you estimate its yield?

¶3. When you read an advertisement do you wonder why it was so written?

¶4. When you look into a man's face can you tell why he is or is not a leader of men?

¶5. With these questions in mind ask questions of your friends to determine whether or not they are good observers; then write an essay of one hundred fifty words on the value of developing the qualities of observation.

¶6. How may the salesman offend the eye or the ear of his customers?

¶7. Name some of the human instincts to which the salesman may appeal.

¶8. John Brown has written a letter asking about the book entitled Salesmanship and Business Efficiency. Write him a letter giving him ten reasons why he should buy the book.

¶9. Write an essay of three hundred words giving your reasons why it is to the advantage of a business man to be able to make a good, clear, effective speech.

¶10. Before you write above essay ask advice of business men, lawyers, preachers, etc. Get into the habit of seeking information.

Summary to Chapter XI

¶1. The five senses: seeing, hearing, smelling, taste, and touch, should be studied for the purpose of increasing business efficiency.

¶2. As a great part of education is secured through the eyes the power of observation should be developed.

¶3. The salesman should observe the faces and the appearances of men to remember them, and to learn their habits of mind, their temperaments, their position in life, and their manner of living.

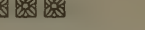
¶4. The salesman should observe the window displays in stores, and advertisements of all kinds, to learn how they appeal to the eye.

¶5. The salesman should learn to please his prospect by personal appearance, by the condition of his samples, by his voice, by cleanliness of body, by sweetness of breath, by the character of his handshake.

¶6. The salesman must know the nature and workings of the various human instincts and how to influence them so as to induce action in his behalf.

¶7. Salesmanship, advertising, and oratory are closely related. Each requires clearness, elegance, and force, and the greatest of these is force.

CHAPTER XII



National Cash Register Selling Methods

A National Cash Register Approach

Here is an approach I have used with success in selling National Cash Registers: "Mr. Blank, my name is Knox. I represent the National Cash Register Company, (wait a couple of seconds), and I want to show you how a modern National Cash Register will increase your profits, stop losses in your store, and increase your business."

¶In that short opening statement, I appeal to his pocket book and his curiosity. Both are quite necessary. He is interested in knowing how any machine will increase his profits. Furthermore, he knows he has some losses in his store. He would like well enough to see them stopped. So far so good. The two appeals are addressed to his self-interest and he understands them. But when I tell him I want to show him how to increase his business, he is immediately curious and will most likely say, "Well, I can see where you might increase my profits and stop losses in my store, but what I can't see is how you can increase my sales." This is just what I want him to say. If I can get a man so interested as a result of my first statement that

he is asking me for information, it is proof that I have so aroused certain emotions in his brain that I have in reality created a mental sensation favorable to my proposition.

¶When a merchant asked me how the thing could be done, I would immediately tell him that I could not very well explain it to him without showing him the Register, and inasmuch as I had the Register set up in the sample room, I would ask him to come over with me then, or come just as soon as he could. In case he did not go with me, then I would make a definite appointment with him, and call at his store at that particular hour so as to remind him in case he had forgotten. You can't depend upon people to keep their appointments. You must keep after them. They forget.

¶I am going to give you two or three practical illustrations at this point, where I made sales as a result of an approach that made the proper appeal, and let me say also that if your approach is not a good one, the chance of making a sale is lost for the time being at least, providing you are turned down. In making the sale there are seven distinct steps, as you have already learned. You must make the approach, get the attention, arouse interest, produce conviction, create desire, produce resolve, and force decision, which is closing the order.

¶Your selling and closing arguments may be brilliant. It may be impossible for a prospective purchaser to get around them. But of what value are they to you if you are turned down before you get a hearing, a chance to use them? My definition for approach, there-

fore, is this: *The ability to create an immediate favorable sensation in your Prospective Purchaser's mind.*

¶I had apparently made a successful approach to a merchant in New York City, and made an appointment with him to meet me at the National Cash Register office at the corner of Broadway and 28th street, at 3 o'clock in the afternoon. Inasmuch as I did not want to take chances on his not coming, I called at his store just before three. He was out, but came in shortly. When he saw me he frowned and said he hadn't time to go with me, as he was very busy, and had decided he didn't want a Register anyway.

¶I came back at him this way: "Mr. Jones, I made an appointment with you to meet me at 3 p. m. at the National Cash Register office. But that was not all. I arranged with our greatest systems expert, a man who I believe is one of the greatest systems experts in the world, to give you half an hour of his time, in order to study your system and help you in any way he can. Now, then, if you do not keep your appointment, and our Mr. Blank loses his valuable time that he has kindly reserved for you, just see where it will place me. In fact, he will be likely to lose confidence in me. For my sake, under the circumstances, as well as your own, I want you to come. The elevated will be at the corner in half a minute, and if we hurry we can catch it." I said, "Come on," and reached toward him as if to catch him by the arm, and started for the door. The suggestion was potent. When we got outside I wanted to keep his mind busy, and I was anxious to catch the first car, so I said, "Let us run." We ran, caught the car and before we got to the demonstrating room I had

sold him a $500 Register, from my catalogue. I showed him the Register in the office. He signed the contract and gave me his check and I turned him over to our systems expert. You see I did not antagonize him. I did the reverse. My statement was such that it shamed him just a bit.

¶ Here is another: I stepped into a store, introduced myself to the proprietor, a fine old gentleman of about sixty or sixty-five. He smiled when I told him my business and said: "You are just wasting your time on me. Every National Cash Register man in this territory has tried his best to sell me for twenty years, but they have all failed. I know it is a good thing and I may take a notion to buy one some time, but I am not interested now." It was Christmas week, and I came back at him like this: "For twenty long years you have been thinking about buying a National Cash Register, but you have not done what you know in your heart you should have done. You have paid the price of a Register, in losses, and no doubt a good deal more, too, every year during those twenty years, and still you did not get what you paid for. When I pay for a thing I need, I propose to get it. This is the last week in the year. You are going to pay for another nice new Cash Register next year, whether you get it or not. If I were in your place, I wouldn't be buncoed out of getting it any longer. I would get it and start the New Year right."

¶ I arranged with him to bring my sample into his store. I demonstrated it. He signed the order and kept the register. The price was $300.00. Another case when a short, simple, but effective approach landed a good commission.

¶Here is another one. A little town in Iowa decided to have another store. It was blessed with only one. I heard about it and went out.

¶A Fire Insurance agent and I reached the store at the same time. He said he was in a hurry for he wanted to go out on the next train, which was due in an hour. I told him to go ahead. He insured the store and left. I approached the farmer who was starting the store and he said: "No, the Register costs too much and I can't afford it." I said, "You have just insured your store for forty-six dollars and twenty-five cents a year. In ten years that will amount to over $460 and what chance do you think you have of burning out?" He said he did not know. "Well," I said, "according to Fire Insurance statistics you have just one chance in sixteen hundred of being burned out. Think of it! Only one chance in 1,600! And yet you are not willing to take that chance, and I think you are wise not to. But look here. You cannot expect to run a store without losing at least a quarter a day as a result of mistakes in change, and twenty-five cents a day more for forgotten charges, can you?" "No." "That is an absolute loss. You believe the Register will stop these losses and absolutely pay for itself in a short time. If you lose half a dollar a day, and there are 312 working days in a year, you lose $156.00 a year. In ten years your absolute loss is $1,560 at least, and yet what do I ask for my Register, which is an Insurance Policy against this loss of money? I do not ask $460 for ten years with only one-sixteenth of one per cent. chance of loss. All I ask is $425. At the end of ten years it will not only have saved you many times its cost, but it will then

be worth at least half of what you paid for it, or $212.50. Now, then, I put it up to you as a good business man, can you afford to pay $460 Fire Insurance for ten years and get nothing for it, and not pay $425 for a system that your own good judgment tells you will pay for itself many times and insure your money against loss, not only for ten years, but for forty years? As a level-headed business man, you can't, under the circumstances, afford to turn my proposition down, can you?" He said, "No, I can't. I'll take the Register," and he smiled when he said it.

¶Now, then, what got me this order so easily? Simply my knowing the statistics in regard to Fire Insurance and applying that knowledge at the opportune time. You may ask why I should spend time getting such information. I say just for such emergency as this. A man, to be largely successful today, must "know everything of something and something of everything."

¶Every man with any intelligence at all who studies this approach, can figure out an approach applicable to his own particular line of business. This approach furnishes the model. It is no theory. It has been used with great success by the greatest selling organization in the world.

Selling Methods The following are the selling methods, selling arguments, selling points, and closing arguments that have made the National Cash Register Company the greatest and most successful selling organization in the world, the envy of competitors, and the marvel of the rest of the selling world.

¶*"Self-Respect.*—This element should stiffen the

backbone of every salesman. Never forget that your business puts you on a level with any merchant and that you are (or should be) doing good to everybody you sell. You are asking no favors, you have nothing to apologize for, and everything to be proud of. Servility will lose more sales than impudence, and is quite as detestable. Treat your prospective purchaser with the courtesy due an equal.

¶"*Knowledge.*—This is the first step in salesmanship. You can never reach any of the others till your feet are first firmly planted on knowledge. The first rule for selling National Cash Registers is, know your Register. The second is, know your store. Learn absolutely everything to be known about the Register. Never stop studying it. Never be afraid you will learn too much. Never stop looking into its possibilities.

¶"Know all that is possible to learn about the store when you want to sell a Register, before you approach the prospective purchaser. Then learn all that he will tell you before you proceed to attack him. Knowledge is power. It will put strength into your efforts and help you to place them where they will tell.

¶"When the salesman has secured a hearing, he must make the most of his opportunity and put his case well. He must hear the prospective purchaser patiently, and answer his questions fully. If objections are raised, he must meet them.

¶"*Industry.*—The habit of getting at it quickly and pegging away all day long, without stopping to swap yarns or talk politics, is the saving grace that makes millionaires and winners out of ordinary men. When added to talent, the combination gets pretty near to

genius, and commands its reward. There is a whole cyclopedia of wisdom in the terse admonition, 'Follow the rules and plug.'

¶"*System.*—Doing things in the way that is most economical of time, effort, and money, multiplies a salesman's effectiveness many fold. It prevents much waste of energy. The Spanish fleet at Santiago had courage, weight, and speed, and threw metal enough to have sunk our whole navy; but our gunners had system.

¶"*No need of genius.*—There is no secret or mystery about selling our Registers. It only requires hard work sensibly directed. Any man can sell them if he is in earnest, uses common sense, and makes the most of his opportunities.

¶"When the clock strikes three, each stroke is as full and complete as when it strikes twelve. When you undertake a small matter, give it the same good attention you would a larger matter.

¶"*Why some salesmen fail.*—It is often difficult to analyze the personal qualities and methods which make one salesmen successful and another a failure.

¶1. "A salesman may fail from lack of tact in introducing himself.

¶2. "He may fail if he is slovenly and careless in his dress and habits, because this leads other men to suspect that he is not prosperous and does not represent a first-class concern.

¶3. "He may fail because he does not answer the prospective purchaser's questions and objections intelligently, concisely, and without too much detail.

¶4. "He may fail if he speaks indistinctly, or too rapidly, or if he lacks animation and earnestness.

¶5. "He may fail because he indulges in ungentlemanly, awkward expressions and gestures, or offends the prospective purchaser by undue familiarity.

¶6. "He may fail for lack of dignity.

¶7. "He may fail because he gives an indiscreet answer to the prospective purchaser's question.

¶8. "He may fail because he does not fully understand the Register himself, or cannot describe it in suitable language.

¶9. "He may fail for lack of knowledge of the prospective purchaser's business, and the way in which our Registers would help him.

¶10. "He may fail by neglecting to do or say one or more of a hundred different things in the right way. Also by doing or saying a thing at the wrong time, in the wrong way.

¶"*A satisfied user the best advertisement.*—Probably there is no other mistake which good salesmen make so much as the failure to get all the advantages out of a sale once made. Even good salesmen are apt to think when a contract is once signed that that is the end of the profit for them in that direction. As a matter of fact, there is no other assistance which a salesman can turn to his account which is so valuable as the good will of a satisfied customer. It is, if properly used, a perpetual standing advertisement right in the locality where he needs it most.

¶"We do not advise salesmen to introduce themselves by sending in a card, but prefer that they should depend wholly upon what they are able to say to secure a hearing. We strongly disapprove of all obscure introductions and all tricks, and believe that a man who

has something worth saying and is not ashamed of his business, can make known his errand in a bold, straightforward manner.

¶"*Have a fixed idea.*—A salesman should adapt himself to his man, but at the same time he should have a fixed idea of what he has to say. He should be dignified and earnest.

¶"A merchant should never be approached the first time with a funny story or an attempt at wit. The first impression should be that the salesman sets a distinct value upon both his own time and the storekeeper's; that he has something of importance to say and does not intend to trifle about it.

¶"You must not proceed on the theory that storekeepers usually know what their own best interests are. They don't. No man always does. The majority of men are going contrary to their best interests every day. They seem to be almost wilfully blind to the things that would help them and make them better off.

¶"*Gaining a hearing.*—The first point in approaching a prospective purchaser is to look like a gentleman, act like a man, and make him listen to you.

¶"Enough importance has not been attached to the value of proper approach. So many times we hear it said by an agent that he never knows what he is going to talk about when he enters a man's store, until he meets the proprietor. We trust too much to catch-as-catch-can methods in approaching. You ought to have a point in view when you enter a store, so as to get to the point quickly. The first thing after the introduction is to impress the merchant as to just what you are there for.

¶"*Getting at the proprietor.*—After making as thorough an investigation as possible, you should go directly to the proprietor, and say, 'Is this Mr. Johnson?' *Mention the name.* Don't say, 'Is this the proprietor?' If it should be a clerk, he will be flattered by being mistaken for the proprietor.

¶"*Getting the attention.*—Do not attempt to talk to a man who is not listening, who is writing a letter, or occupying himself in another way while you are talking. That's useless, and is a loss of self-respect and of his respect. If he cannot give you his attention, say to him, 'I see you are busy. If you can give me your attention for a few minutes I shall be pleased; but I don't want to interrupt you, if you cannot spare the time now, I will call again.'

¶"Try to understand and feel thoroughly the distinction between confidence and familiarity. Never fail in respect either to yourself or to the man with whom you are talking. Never be familiar with him. Never put your hand on his shoulder or on his arm, nor take hold of his coat. Such things are repugnant to a gentleman—and you should assume that he is one.

¶"Never pound the desk or shake your finger at a prospective purchaser. Don't shout at him as if sound would take the place of sense. Don't advance toward him and talk so excitedly under his nose that he will back away from you for fear of being run over, *as if* you were a trolley car. One sales agent backed a prospective purchaser halfway across the room in this way.

¶"Don't compel a man to listen to you by loud or fast talking. Don't make him feel that he can't get a word in edgeways and has to listen until you are out

of breath. This is not the sort of compulsion that makes customers. But make him believe that you have something to say and will say it quickly.

¶"Put yourself in his place from the very start. Make him feel, not that you are trying to force your business upon him, but that you want to discuss how his business may be benefited by you.

¶"The instant a prospective purchaser shows a readiness to listen, give him your story in a nutshell. Don't make a long preamble. Don't waste a lot of words saying, 'If you will only listen to me I will tell you this,' or 'If you will free your mind from prejudice I will explain that,' or 'If you will only give me your attention for a few moments, I propose to tell you the other.' *Don't propose, but tell him.*

¶"Convincing a man that he needs help is nine-tenths of the battle. If you were trying to sell a consumption cure, there would be no use in telling how wonderfully effective it is, to a man who doesn't believe he has consumption. Your first effort must be directed to pointing out the prospective purchaser's complaint. Unless he sees this, he isn't ready for the remedy.

Meeting Objections

"Objections and meeting them.—'I can't afford to buy a Register as I have a good system already.'

¶" 'You can afford a thing that pays a good profit, can't you? If this Register is only an expense and doesn't pay you a profit, you don't want it. You can't afford to have any useless expense in your business. On the other hand, if it will be a profitable, money making

investment, you want to look into it just as much as I want to have you do so.

¶" 'If I were trying to sell you a class of goods that you had never sold in your store, and showed you how one million merchants were making more money out of them than out of any other goods in their store, you wouldn't say, without looking at the goods, 'I can't afford them.' You would be glad to come up to the hotel to look at them and see what they were.

¶" 'If one million merchants have found this Register to be a money saving investment, there must be something in it worth investigating, and you can't afford as a business man to turn it down, without at least looking into it and deciding for yourself.'

¶"Prospective purchaser: 'My father made money before me.'

¶" 'True, but did he have the competition then that you have now? Were goods sold on such small margins? In these days of sharp competition, you must be more up-to-date than your competitor or you fall behind in the race.'

¶"Prospective purchaser: 'No, I can't go today; I am too busy.' 'That may be true. If so, I shall be pleased to make another appointment with you. But unless your work is unusually urgent and important, allow me to suggest that if I were selling you a line of merchandise which you could examine and purchase at once, and sell at a sure profit, then you would make arrangements to examine or purchase without delay. You would do so because you are here to make money, all you can legitimately, and you would feel you were doing yourself an injustice, especially if numerous merchants

in your line were handling my line at a nice profit. You simply cannot afford to drop out of the procession and leave the field to your rivals.'

¶"'Nowadays, if you want to make more than a fair living, you have to be brighter than your neighbors. You have to be ready to accept new ideas and make the most of everything good that is offered to you. It is just as unreasonable to stick to the old ways simply because you are used to them, when new ways would bring you better results, as it is to climb ten flights of stairs when you might be carried up in an elevator, or to swim away from a life preserver when you are nearly exhausted, just to show that you are able to swim alone even if you do drown for it.'

¶"'I'll get along all right.' 'It isn't a matter of getting along. You ought to let your competitor get along. You ought to be ambitious to get ahead.'

¶"Some men look at an idea to see how they can get along without it. Others look at it to see how they can apply it to their business. The latter are the ones who are preparing to enlarge their business.

Approach Don'ts.

¶"Don't disparage the prospective purchaser's opinion or methods. It is better to keep him on good terms with himself.

¶"Don't antagonize him. Approach him in a friendly, agreeable manner. Act as if you know you are going to get on with him all right.

¶"Don't take an argumentative attitude, but don't fail to have your arguments at hand in case of need.

It is a trait of great men worth imitating to seem to be going along with the other fellow while they are really making him come their way.

¶"Don't assume to know more about his business than he himself does, for you cannot make him believe it.

¶"Don't tease him to go and see the Register. When a salesman begins to beg, it is evident that he has no more arguments to present.

¶"Don't flatter. Sincerity in business is as commendable as sincerity in religion.

¶"Don't put on a civil and formal politeness, which is not natural.

¶"Don't trust to persuasion alone to land your prospective purchaser. Convince him. Persuasion is the soft glove; conviction is the iron hand underneath. Let your manner be as conciliatory as possible, but put into your arguments a firm grip of conviction so that he cannot get away from you.

¶"Don't dodge a question or objection. Answer it fairly and squarely.

¶"Don't talk for the sake of talking. Say something.

¶"Don't talk all the time. Give the prospective purchaser a chance. When he opens his mouth to make an objection, let him make it. It is better out and answered than sticking in his mind.

¶"Don't forget that all men have certain common ideas which can be answered by the same argument.

¶"Don't forget that every man has his own peculiarities which should be met in a different way.

¶"You start the argument. Lead your prospective purchaser, then when he talks, get in your conviction.

¶"Don't underestimate your difficulties. Don't overestimate them. Don't think you are up against an impossible proposition.

¶"Don't be a quitter. Never say: 'This is too tough a proposition for me.' It is a mistake to say, 'It cannot be done.' The right thing to say is, 'This may be a hard nut to crack, but there is a way to do it. I'll keep at it with courage and patience and do it.'

¶"Learn to size up your man, his peculiarities and moods. All men like honesty, politeness, and earnestness. All men admire persistence. Most men want facts.

¶"Nine times out of ten, you can bank on facts to fetch your man. Make them as clear as glass, strong and few. Don't bewilder a man with a mass of trifling facts. Tie to a few important points, drive them in and clinch them, but tell him what he needs to know. If a trifle will close him, it's no trifle.

¶"A few men can be driven; the majority must be led. Look him in the eyes steadily and friendly. Learn to read the expression in a man's face which says, 'Almost persuaded,' and the other which says, 'Hang the fellow! I wish he were in Hades!' Act accordingly.

¶"Some men like a little oratory or spice of humor, but that is dangerous ground. Beware of the man who smiles and nods and never buys. Put your trust in earnestness, candor, and facts.

¶"Speak deliberately. If you see from a puzzled or doubtful look on his face that some point is not quite plain to him, stop and make it plain. Take time enough to stop and explain each point thoroughly. Whenever you make a statement that is open to question, be sure

to get his assent to it before you proceed. If he will not assent to it exactly as you make it, modify it until he does. Get him to assent in some degree to every proposition you make, so that when you get to the general result he cannot go back and disagree with you. Don't do this, however, as if you were trying to corner him, but with a simple desire to reach a reasonable basis of agreement.

¶"You should be just as sincere about it as if you were a clergyman preaching the gospel. If you go at it in this sincere spirit, the prospective purchaser will feel the importance of what you say and it will carry its due weight.

¶"It is a simple proposition that if a thing will save him money every day, the quicker he gets it the more it will save him, and the longer he delays getting it the more he will lose.

¶"He should be impressed with the fact that a thing which pays for itself is never an expense; that not only can he always afford a thing which makes money for him, but he cannot afford to go without it a single day.

¶"Prove one thing at a time. Don't try to prove several things at once. The average mind cannot think of several things at once. Prove one thing at a time and make the proof of that one thing so strong that no man can dodge it. If needs be, use fifty arguments and take all day to settle that one question; but settle it so that your man will never open it again, even in his own mind.

¶"Settle each point thoroughly. Don't fire your arguments along too fast; fire a good one into him and

see if he feels it. Let it sink in. If it isn't enough, give him another—on the same question though. Don't change from one point to another and then back again. Stick to each point till you've made it; then when your man is convinced, drop it. If you hammer a nail after it is driven home, you only loosen it.

¶"Try to get a man's mind completely satisfied and convinced of the logical truth of what you say. That is vastly better than merely getting him to say 'yes' to it when a doubt lingers in his mind. 'A man convinced against his will is of the same opinion still,' and he may countermand his order.

¶"Weigh every word or phrase that may possibly influence a prospective purchaser. The value of words is in their truth or aptness. Have them ready, but never force them in where they don't belong. If their exact value is well fixed in your mind, you can safely trust the occasion to bring them out spontaneously. Then they will have double value. A word fitly spoken is a keen weapon.

Demonstration Dont's

"Don't mispronounce words.
"Don't talk too fast.
"Don't speak in a monotonous tone.
"Don't speak indistinctly.
"Don't pass from one thing to another.
"Don't emphasize too strongly.
"Don't fail to emphasize important points.
"Don't seem at a loss for something to say.

"Don't fail to hold prospective purchaser's interest while calling attention to good points.

"Don't repeat as from memory.

"Don't fail to improve the first opportunity to present the order.

"Don't refuse to break off in your demonstration and answer the prospective purchaser's questions.

"Don't fail to stop and get the prospective purchaser's assent to a statement that is open to question.

"Don't imagine, because the prospective purchaser listens in silence, that he agrees with you, or even understands all you say.

"Don't fail to draw out the prospective purchaser's objections.

"Don't present your arguments in a cut and dried style.

"Don't try to be magnetic or eloquent.

"Don't fill up your mind with words or phrases, but with ideas.

"Don't try to impress the prospective purchaser with what a fine talker you are.

"Don't fail at the critical moment, when the prospective purchaser is hesitating, to follow him up and land the decisive blow.

Closing Arguments

"The whole art of salesmanship is summed up in the four words: 'Getting the order signed.' Your approach may be perfect, your demonstration clear and well made, but if you cannot put a climax upon the presentation of your case by bringing up unanswerable closing argu-

ments, your efforts have been useless and your time lost.

¶"The time has come for him to put his name to the order. If necessary, fill out two or three blanks before he arrives, if you are in doubt as to which Register he will buy. You are then prepared to present an order, ready for signature, with perhaps the change of but a few words.

¶"Sometimes a prospective purchaser who seems almost persuaded appears to be suddenly overwhelmed by the price. That will stand up before his mind's eye to the exclusion of everything else. It is a good idea to put the question to such a man in a way something like this:

¶" 'Mr. Blank, when you open your ledger to a certain account, you look at both sides of it. You strike a balance and if that balance is in your favor, that is all you care about. You don't look merely at the expense charged to any account and say, 'This is tremendous. I can't afford it.' You look to see whether that expense is bringing you a profit. If it is doing that in a good measure every month, and every year, you are satisfied. While you do not want to spend a single dollar that is not going to bring back a dollar, you would just as soon spend a thousand dollars a minute if each thousand would bring you back a thousand dollars and more. It isn't a question of how much money you put out for anything. The real question is, what does it bring in over and above what you put out for it?'

¶" 'Two hundred dollars is a good deal of money, as you say; but if this Register is going to wipe out its own cost while you are paying for it, and then

pay a continual profit in excess of the outlay, you are a gainer by the transaction. Look at this question just as you would at a ledger account—debit on one side, credit on the other. You'll see that this isn't an expense at all, but an investment, and a paying one.'

¶ "'It is not what the Register costs that you should consider, but how much money it costs you each year to be without one.'

¶ "'Our company has spent thirty years—half a business lifetime, and more, perfecting this machine. This Register you see before you represents an outlay of a quarter of a million dollars. This one machine could not have been made without putting out that capital. It also represents all these years of hard work, costly experimenting, and the taking of all the business risks which a manufacturer of a new thing must take. Do not look at it as so much metal. What it will accomplish—that is the point; and that represents brains, labor, study, experience, and commercial courage, all of which are expensive.'

¶ "'You ask too much money for that machine.' 'When you bought your insurance you did not buy the paper the policy was written on, but you bought the protection it was to give you.'

¶ "'You believe in insurance, do you not, Mr. Blank? That is what we are offering you, and a kind, too, that you and your family can enjoy the benefits of together. Doubtless you can recall cases where rejection of fire insurance was regretted on account of losses following caused by fire, or where the dying man realized too late the mistake he had made in not taking out life insurance when the opportunity was presented. The use of a National Cash Register means an insur-

ance on the money invested in your business, on the money that comes over your counter in exchange for goods; in fact, it means a general protective insurance. Why reject it?"

¶The following information in regard to the retail business very appropriately follows the N. C. R. selling methods, as these selling methods have to do with selling goods to the retail trade.

Analyzing a Retail Business The following analytical outline will prove very helpful, especially to inside salesmen. This outline is based upon, and the illustrations drawn from, a general clothing and furnishing store, but the same principles of analysis apply to any line of goods.

¶I. The purpose of a retail store should be to sell goods to the customer to his satisfaction and to their mutual profit.

¶II. The special aim of a clothing store is to give good service, dress the customer in the best style, and give expert advice as to style, value, appropriateness, etc.

¶III. The principle which must animate every salesperson in order to carry out this aim is a real desire to take a personal interest in the customer and give him the best service, together with kind and courteous treatment.

¶IV. The salesperson is the trained representative of the store. His purpose is to assist the customer in choosing the goods that have been collected from different sources at different times and at variable costs and arranged for distribution to the customer at reasonable prices.

¶V. Therefore, the relation of the salesperson to the customer should be that of an expert adviser, in the same way that a physician is an expert adviser to his patient, and a lawyer an expert adviser to his client.

¶1. In order to sustain this relation the salesperson must develop a pleasing personality that will not only gain the customer's confidence and hold it to the end of the transaction, but such a personality as will induce the customer to return again.

¶Principle: No customer shall be permitted to leave the store without receiving expert attention to his needs.

¶2. Calling the buyer. The buyer or assistant buyer should be called, before permitting a customer to leave with his wants unsatisfied, in order to find out why his wants are not being satisfied and to make an immediate sale if it can be done to his entire satisfaction. A sale should not be made to a customer if the salesman knows it will disappoint rather than satisfy the purchaser.

¶Principle: The reasons that induce the buyer to invest in the goods are the very reasons that will convince the customer to purchase them, providing the counter salesperson is as good a salesman as the traveling salesman.

¶3. The salesperson shall understand the customer through a correct knowledge of human nature; through developing intuition; through a study of types and classes.

¶4. A salesman must have a thorough knowledge of the goods (see analysis, Chapter II) in order to be an expert adviser.

Reasons:

¶a. To have faith in his goods.

¶b. To have confidence in himself.

¶c. To assure his customer.

¶d. To arouse enthusiasm.

¶e. To show the customer the special features that give the article its style, durability, and value.

¶f. To be prepared to answer any questions which the customer may ask.

¶g. To assist the buyer in his plans to satisfy future needs.

¶What to know.

¶a. Fit: An article must fit. This is a first essential. A salesperson should look farther ahead than the profit on that particular article or sale. He should aim to satisfy future needs as well as present. For this reason an article should not be sold to a customer unless it fits. Fit includes every portion and detail of a garment, as well as its general adaptability to a customer.

¶b. Style: Style is sometimes to be desired above quality, as upon that depends the effect. It should bring out the strong points of the wearer and aid in covering up the weak ones.

¶Study all the goods in stock in order to learn the difference. Then systematize these goods in your mind. Plan ahead and determine what types of customers can best wear each. Then find out by experience what your results are.

¶Study different kinds of wearing apparel. If a woman buys a waist be able to suggest to her what kind of neckwear would be appropriate and bring out

the beauty of the waist. Thus you can sell more goods through power of suggestion.

¶c. Finish: If there is anything about the finish of the article that enhances its value or adds to the style, call attention to it. Note the quality, gloss, special stitches, or anything that adds to the quality—special finish, etc. (If the article is imperfect, call the buyer's attention to it that it may be improved upon, or returned if necessary.) If sold cheap for this reason, give the reason. These things give the customer confidence.

¶d. Quality: If you can't find out from your employer what the goods are made of and something about the textile value of such goods, send to the factory for information.

¶e. Color and color combination: Should be studied with reference to harmony, age, size, eyes, hair, and complexion.

¶f. Fabric: Learn name, manufacturing process, and composition.

¶VI. Special points to be studied.

¶1. Commercial geography for the purpose of learning source and transportation of products either raw or in their different stages.

¶2. Habitation of plants and animals from which raw products are obtained.

¶a. Study producer and production to learn how products are obtained.

¶b. Study facts about manufacturing to learn how goods are prepared for use.

¶3. Commercial conditions and causes which enter into the making of prices.

¶4. The general principles of commercial law.

¶5. Store construction: (a) How to build, ventilate, light, decorate, and make convenient; (b) system, cost, credits, collections, buying, and selling—study different stores; (c) management, how to hire, train, and manage employes.

Illustrative Principles The principles or maxims that have enabled others to accumulate an immense fortune or build up a great business are worthy of consideration. We may close this lesson on the Principles of Retailing in no better way than by succinctly stating the principles that guided Baron Rothschild to success in Europe and the Butler Brothers in America. The maxims of Baron Rothschild were:

"Carefully examine every detail of your business."

"Be prompt in everything."

"Take time to consider, then decide quickly."

"Dare to go forward."

"Bear troubles patiently."

"Be brave in the struggle of life."

"Maintain your integrity as a sacred thing."

"Never tell business lies."

"Make no useless acquaintances."

"Never try to appear something more than you are."

"Pay your debts promptly."

"Shun strong liquors."

"Employ your time well."

"Do not reckon upon chance."

"Be polite to everybody."

"Never be discouraged."

"Then work hard and you will be certain to succeed."

¶The principles laid down as "The Butler Way" are:

"Handle many lines."

"Make every dollar of your capital turn as frequently as possible."

"Seek the trade of all classes of buyers."

"Buy in small lots and often."

"Buy, through man or catalogue, by value and not by favor."

"Discount your bills."

"Give good values in worthy goods."

"Offer bargains and make them, always, actual bargains."

"Cheerfully exchange goods, or refund money paid whenever a customer is dissatisfied with a purchase."

"Get rid of stickers by cutting their prices until they do sell."

"Maintain your stock in a clean and orderly condition."

"Treat your clerks in a way to insure their interest in your welfare."

"Create and jealously guard a reputation for absolute squareness in all your dealings."

"Advertise by printer's ink, special sales, show windows, and every other legitimate means."

"Recognize no dull season as a necessity, but push for trade all the time."

Suggestive Questions and Exercises

¶1. What are the two appeals in the approach given in National Cash Register Methods?

¶2. What four important elements necessary to success are named and analyzed?

¶3. What importance is attached to securing attention?

¶4. State some important "Approach Don'ts."

¶5. What sums up the whole art of Salesmanship?

¶6. Give a few "Demonstration Don'ts."

¶7. How would you answer the objection, "I can't afford it?"

¶8. How meet the objection, "I am too busy?"

¶9. What should be the relation of the salesperson to the customer?

¶10. Visit various stores, make purchases or look at goods, then write an article showing some of the weaknesses of retail salesmen.

Summary to Chapter XII

¶1. A salesman in approaching a prospect should create an immediate favorable sensation in the mind of the prospective purchaser. This can be done by appealing to his desire for profit and to his curiosity.

¶2. The efficient salesman must maintain respect for himself, his business, and his prospect; he must possess knowledge of his goods and his prospect; he must be industrious, and he must have a system.

¶3. Salesmen fail because of some fault in their appearance, lack of knowledge of their goods, or in their manner of presenting their proposition.

¶4. A satisfied customer is the best advertisement.

¶5. In answering objections, it should be borne in mind that all men hold certain common ideas which can be answered by the same arguments, while each will have some objections which require special treatment.

¶6. The whole art of salesmanship is summed up in the four words: getting the order signed.

¶7. Every salesman should take a personal interest in the customer, giving him good service and courteous treatment.

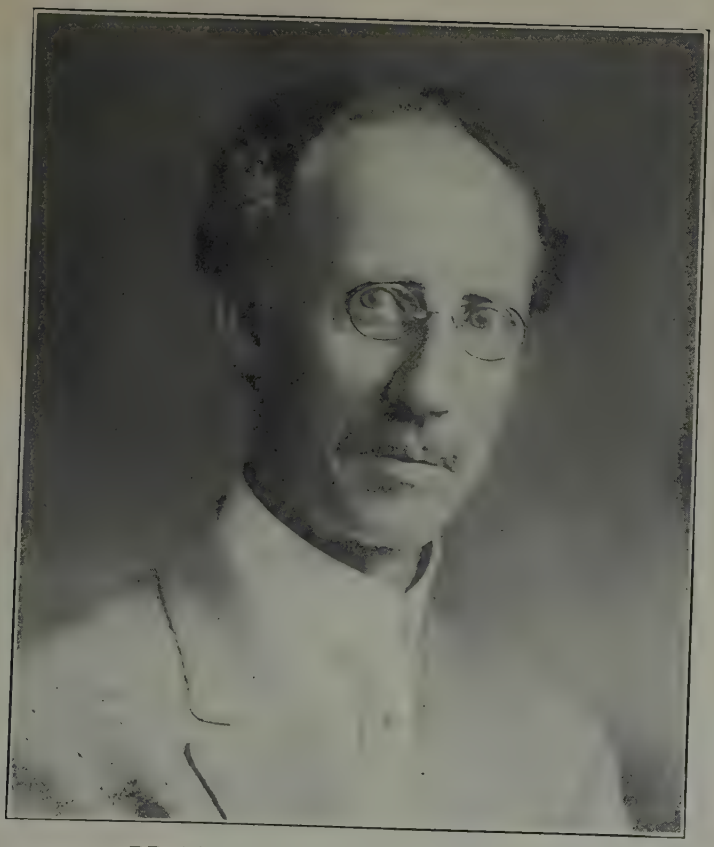
¶8. The salesman should act as expert adviser to the customer as to the character, style, quality, finish, and utility of the goods.

Preface to Chapter XIII

¶ Dr. Edwin Morrell, the author of "The Science of Judging Men," was for several years a professor of psychology in an Ohio college. He became so interested in the study of the individual by the observational method that he gave up his professorship in order to devote his entire time to teaching business men what the psychological courses do not teach.

¶ In this chapter the author brings to us the best thought of the class room and the psychological laboratory on the one hand, and the results of his years of investigation, study and practice of this study on the other hand. Dr. Morrell does not claim that this science is absolutely infallible any more than is the science of agriculture or horticulture. In judging men you are neither dealing with a machine nor with mechanical law. You are dealing with the individual and with individual variables. You are dealing with human motives and life purposes; and these things sometimes revolutionize men's lives in spite of seeming mental or physical handicaps.

¶ Analyzing men by the observational method requires a consideration of many things. If the student bases his conclusions on but part of the available knowledge, the conclusions may be faulty. A man may have a chin that indicates quick action, but a somewhat phlegmatic temperament that has a tendency to counter-balance quick action. He may have a Roman nose which



DR. EDWIN MORRELL, B. S., A. M.

indicates leadership, but he may have a weak chin which will neutralize the leadership nose. Therefore, if the individual bases his conclusion upon one factor without taking into consideration all the other factors, he will err.

¶ While the study of human nature by the observational method is not an exact science like mathematics, yet enough is known to enable any individual to judge men with a high degree of accuracy. A book containing the pictures of four hundred of the world's great men and women does not show a single pug nose. Every nose is prominent.

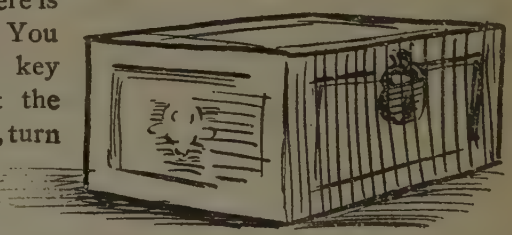
¶ While we agree that the last word has not been said on this subject, we also know that all texts on psychology, chemistry or agriculture in use today will very probably not be used ten years from now unless additions or revisions are made. These are all growing sciences. In the field of Salesmanship we cannot have confidence in any psychological theory until it is thoroughly tested by the salesman—by many salesmen. Since Salesmanship is action, the only way to be certain about psychological reactions is to make thousands of actual selling tests. Dr. Morrell's material has been written after the tests have been made—thousands of them by himself and by many other men in the class room and on the field of action.

CHAPTER XIII

The Science of Judging Men

Dr. Edwin Morrell, B. S., A. M.

Brains and Box The box shown in this illustration will convey a lesson on Human Nature of much value to you. You will note that there are many ways of opening a box. You can knock in one or both ends of the box. You can break either side of the box. You can take the bottom out of the box if you wish. But there is a better way. You can take a key that will fit the lock, insert it, turn it, lift the box lid, thus opening the box so you can get at its contents.



A Mountain and a Man To use another figure, Human Nature may be likened to a high mountain, grim, resistant and formidable. In the olden days it seemed impossible to either scale or penetrate a mountain. But now there are pathways which are clear and plain to traverse for any person who is interested enough to do it. There are ways of getting an entrance

into or mastering any mountain. You may ascend and climb its height. You may tunnel under it. You may go around it. You may drill and blast your way through it and safely land on the other side. In like manner

you can master the seemingly insurmountable task of Human Nature study if you know the ways.

¶ This lesson in "The Science of Judging Men" will help you not only in Salesmanship and business building but also in that development of leadership which will enable you to persuade and influence men in all walks of life. Follow your guide and you will learn to read the nature of the man you wish to know and influence.

Five Ways In The five ways of entering the palace of mystery—"the dome of thought, the palace of the soul"—are the five senses, five sets of nerves which carry to the mind all messages from the external world for recognition and action. You may enter this brain box at all times through ear, eye, touch, smell and taste. In the land of human consciousness and experience, straight is the gate and narrow is the way which leadeth to the land of the mind. These ways are open night and day, from the moment of birth, till death releases the jewel of the mind from the casket of clay. It is your duty, and I trust it will be your pleasure, to thoroughly know and use these five ways. Know how to open the gates and pass in with such interests, plans and purposes as you have in mind.

Applied Psychology Psychology is a thing we all talk about, but often the language used to explain it removes it from the man on the street, and frequently makes the business man suspect it of being of little value to him. As a matter of fact, psychology is another name for what we call Human Nature study, or the study of the mental activities of the individual. Psychology is a study of mental processes, of the things that go on in the mind. Applied psychology goes further, it studies man—the whole man as he ap-

pears in life. Man is a live proposition and therefore can be observed as he acts and reacts. Man, at least on the outside, has form, size, color, density and a number of parts. All these factors can be noted and their significance traced.

¶ The science of estimating men by the observational method (applied psychology), if science it may be called, has its advantages over the laboratory tests made by psychological instruments which psychologists use in the laboratory method. Yet it can scarcely be called an exact science. Its findings must not be taken as claiming mathematical exactness. It is no more exact than the science of agriculture or horticulture, but like these sciences, as men apply them, in the application of its principles it is very serviceable. This is indisputable.

Value of Observational Method

One advantage of the observational method of studying Human Nature over the laboratory method is that you can use it anywhere, at any time, when meeting people or observing them under various conditions in life. By the observational method of study it is possible to note their mental and physical aptitudes, as well as the various characteristics, and to make deductions as to their psychological and physical nature and value. No kind of laboratory method can do this. No laboratory test can be applied to any social intercourse, business relation, and the general meeting of people in every day affairs of life. Data collected from direct observation permits of analysis, and the classification of men's actions and character. This is of considerable value in life's transactions.

¶ For example, you wish to transact a very important matter of business with an entire stranger. You have no time to look up his record, nor can you get any laboratory report concerning him. But if you can size him up by the observational method you have a distinct advantage which no psychological test or scholastic formula can give.

Studying The Individual

Man thinks, acts, remembers, reasons, feels, worships and wills. These functions can be studied, analyzed, described, and lessons can be deduced from them. All the tragedy, comedy, and drama of human life is thrown upon the canvas of the human body, brain and face by the invisible, but none the less real, actor we call the inner man, as he lives his life and plays his part in everyday experience.

¶ It is a wonderful story of being and becoming which you are studying; the story of your own life; the story of every man, woman and child you meet; the story of yourself whom you know, and the story of the man you meet and come to know as you watch and study him in his every day life. For man is not what he thinks he is, but what he *thinks* and *feels* he *is,* and therefore is an open book to be read and studied at sight.

Form and Character

Form Form is a basic law in nature and Human Nature. The history and evolution of form is the story of organism and character tendency as applied to animals and man. Form, just as truly as size and quality, indicates character. The shape of head, build of face and form of body connect up with a man's action and personality. The tendency to a certain form or type can be inherited from ancestors or modified by food, occupation, mental attitude, and physical direction. But the fact of law of form obtains. Experience in life and shape of organism agree.

¶ From the smallest atom in the mineral kingdom, the most minute cell in the vegetable world, the most inconspicuous organ in the animal creation, to the most perfect human species, the law of form indicates character. For example, the deer and the elephant are unlike in form, characteristics and habits. The track horse differs from the heavy draft horse, the hog from the fox, the bull dog from the greyhound in form and characteristics.

Length Indicates Activity Length of form in man and animals indicates activity. Length and sharpness of form as well as features show an increase of activity both in actions and characteristics amounting to excitability. That is to say, animals such as race horses and running dogs are long and slim of build. People who are tall and slim, with long sharp features, are not only mentally and physically active, but

they are liable to be extreme in this particular. They are likely to be excitable in their character and general life.

Breadth Indicates Strength Breadth of form indicates strength, power and resistibility. This is true of animals as well as men. The bull dog, for example, is powerful and well able to resist enemies in fight. The draft horse is broadly built and strong. All broad headed and broadly built men, physically, are noted for power, strength and endurance both mentally and physically. Narrowness of head as in the sheep, also in man, is accompanied with the opposite characteristics of mildness and lack of endurance. Narrow headed men, when the narrowness is in the region of the ears across, are never good fighters nor do they show great force of character or strength of mind.

¶ Roundness of form indicates smoothness, plasticity, and ease of physical action. Roundness of head and face in like manner go with the qualities of smoothness, adaptability and tactful qualities of mind.

¶ This law of form applies to the brain, the build, the face-form and the physical make-up. Biology, natural history, and psychology prove this.

Physical Factors in Personal Psychology

Color in Man Color is a sign of character and personality. Color of eyes, hair, skin and complexion are tell-tale. There are many theories advanced to account for the color pigment in mankind.

¶ The color line is long and interesting. At one extreme is found the albino; at the other is found the African. Somewhere between the two extremes we find the blonde and the brunette, but it is difficult to determine just where the dividing line falls.

Pigmentation It is held by some authorities that color pigmentation in man is a chemical effect produced by several causes: that it is first mineral, then vegetable and last animal in its evolution. By others, it is held that it comes directly from the sun, in light and heat. Still others claim that color is absorbed by the sixteen mineral bodies of the earth, is transformed in the vegetable world, through the roots of plants, etc., into vegetables, flowers and fruits, and that it becomes part of man's equipment by eating and by the digestive process.

Primitive Man Anthropologists differ as to where primitive man originated. They are mainly agreed that in color he was a brunette, and that the blonde has lost his color by living in dark, cold, cloudy Northwestern Europe.

A Few Facts It is now established by creditable evidence that color is determined more by sunlight than by heat. It is known that dark bodies absorb heat under certain conditions and radiate it under other conditions. Pigmentation of skin, eye and hair is more marked in people native to the tropics, while those native to the temperate zones have less color.

¶ The albinos, the extreme end of the blonde type, are no more sensitive to heat than people of other races. They are, however, highly sensitive to light and they have less color pigment than the Eskimo or the North American Indian.

¶ It is assumed that the dwellers in the northern latitudes have acquired their abundant pigmentation of eyes and skin from the powerful light of the snow and the brilliant sunshine.

¶ Thus the albino grades in blondness from pale complexion, light color of eyes, hair and skin to a darkening, imaginary ending line between him and the brunette, and from this line to the dark skinned, black haired, dark eyed negro. In all its gradation do we find this type.

¶ Thus color gets into the blood from food and chemical action. It gets into the skin from without by light and its reflections. From these sources by the law of heredity and the power of environment color becomes part of the organism, character and personality. The skin, hair and retina of the eye are but the visible appearance of what runs in the blood, walks down the long

road of heredity and flows out in consciousness, character and behavior, and therefore its indications are interesting and significant.

Color and Race This qualitative difference among men runs in bone, muscle, brain, nerve, organ and tissue, and this always modifies the conscious stream as it ebbs and flows in all the experiences of life. This is a great factor in estimating power.

¶ Color and race are facts. We identify one by the marks of the other, and we describe certain known characters by color predominance. Of course some races have within themselves many varieties of color of hair and of eyes, and shades of skin, as they have both varying positive and negative character values.

¶ Among both German and English are found those with fair hair and skin, blue or grey eyes, as well as those with dark hair, eyes and skin. Such mixed races are more progressive and enterprising than those of more uniform color, as Chinese and Spanish people. The latter tend to become stationary.

¶ The early white man was tall of build, restless, full of vigor, energy and courage. He was resourceful, but lacking in culture and refinement. He was rough and barbarous, often brutal as he dared the elements of storm, wild life and other dangers. But he did things. He built cities, acquired wealth, promoted civilization; and, for thousands of years he has been the conqueror and ruler of mankind.

The Brunette The brunette with his warm climate environment, where vegetation and food bearing plants are abundant, has to make little effort to supply his needs. He is easily fed and satisfied and his psychology seems a reflection of his environment. Thus, in his native country, he has become somewhat negative, subjective, religious and mystical in taste and habits of life. With civilization he becomes the scholar, the scientist and the philosopher. Those of the Motor temperament take to mechanics, transportation, shop work, hardware, manufacturing, merchandising, statesmanship and leadership in general. In the cold climates they like the indoor life. In the hot climates they prefer the outside life. The brunettes as a class are better followers than leaders, better subordinates than directors. They are more conservative and imitative than progressive or original, especially when the hair is straight, dark and coarse, and the complexion is dark olive. The darker the type, the less progressive they are.

The Blonde The blonde on the other hand, with his less fruitful environment and rigor of climate, had to fight for both food and shelter as well as clothing to protect himself. This has led to the development of energy, strength of limb, courage, quickness of wit, power of reason and will to do. While the *brunette* is the leader in *thought,* the *blonde* is the leader in *action.* The blonde is more versatile, changeable and scattering in interests than the brunette. He can do more things, have more "irons in the fire," and change more quickly than his darker brother. The brunette is more fixed in taste, life and feelings than the blonde. The brunette likes his home and family, the blonde is more

fickle in these matters. The brunette has deep passion. The blonde likes risk and enterprise. The brunette stays put, the blonde is seldom satisfied, but is on the alert for change and new relations, and is ready to lead, dare, speculate and combat.

¶ Whatever biology and speculation may have done for the brunette, the blonde has been the ideal of art, poetry and romance. In ancient Egypt, Greece, Rome and Spain the gods were represented as blonde. The flaxen haired, blue eyed English were called Angels. Divinity, royalty and noble ideal figures represented in their pottery and paintings were all beings of flaxen hair, blue eyes and fair skin.

Quality Factor Everything from a grain of sand to a revolving planet has structure and texture. The factor and law of quality is as clearly defined in the human frame as in the mineral, vegetable and animal world. There is as distinctive a difference of texture and value between gold and pig iron, between a piece of sandstone and a precious stone, as there is between spruce and boxwood lumber. Oak differs from hemlock in fiber and texture. The common hog and the fallow deer, the jack-rabbit and the elephant differ not only in size but in quality. The main difference between silk and burlap, velvet and canvas, cotton and satin is texture or quality.

¶ The Australian bushman is of much coarser grain than the cultivated Chinaman; the Hottentot, than the Englishman; and similar comparisons may be made between other races. Some are fine of fibre, some are

average, while others are coarse. Quality tells. It tells in all nationalities. The female is of finer quality, and therefore of greater susceptibility, than the male. Quality influences the size of the organism, the feeling and the mental range as well. Quality of brain and quality of soul go together. Thus, when you see a man or woman with fine silken hair, fine skin, delicately molded and formed features, clear, bright eyes, you see a highly organized individual of fine quality.

¶ Such people are susceptible of high culture, of art, musical, literary or moral development. They naturally take to the finer things in education, business or social life. They seldom lead in the sterner and more practical walks in life. They create, design, finish or develop the quality forces. They write, paint, produce music, and handle the costly things. They usually lack the force, fight and driving will necessary for "Captains of Industry" or for army and navy careers. They feel keenly, suffer greatly and are likely to avoid the competitive struggle of business. They are gentlemen and ladies of quality, both of soul and body, but they lack the ruder courage and strength of the common people. When a salesman meets such people, he must take the higher level in manner, speech and action. Act the gentleman when dealing with such people.

¶ On the other hand, a coarse man of low quality fails to see the finer side of anything and he naturally responds to the lower order of appeal. He is easy to distinguish from the man of fine grain. His hair is coarse, stiff, either straight, like the Indian's, or knotted and curly, like the negro's. His skin is hard or flabby,

his features irregular and his eyes dull or animal-like in their expression. His speech is uncouth, vulgar, and shows the marks of ignorance or brutality, and his manners will be likely to correspond. He may have the spark of divinity within, but this is held back by the animal. He has not evolved. He may be found in the coarser, non-moral forms of business, usually in a small way, but he gravitates to his own line where appetite and passion rule and crude animal force prevails. If you sell to him, you will need to bear in mind his quality when presenting your sales talk.

¶ The average man is neither very fine, nor very coarse of quality; he is medium. But you find both types. Never aim too low in your approach or appeal.

Signs of Quality

¶ Quality of organism is indicated by the following signs: fineness or coarseness of skin, of hair, of complexion, the consistency of muscular tissue, and the general mold and appearance of the face.

¶ There may be fineness or coarseness of fibre. There may be plasticity, porosity or looseness of tissue, muscle, nerve and brain.

Motor Type In the Motor type there is a tendency of the muscle and other tissues toward hardness, density, resistance of pressure and slowness of change. The natural qualities in the Motor type give

endurance rather than quick response. The Motor people are hard headed people, difficult to convince. They must be shown. They are "eye-minded." They want evidence.

Vital Type In the Vital temperament there is a tendency to suppleness, elasticity, softness in the tissue structure. The whole organism is more yielding to pressure, to change and recuperation than in the other types. People of this temperament are tender-hearted. They like food and friends; the heart and stomach are the highways to their soul. They cannot be sold on feeling unless accompanied by evidence. Many of our great executives are men of this type. They are men of business acumen and sound judgment.

Mental Type In the Mental type quality is shown in fineness of tissue, delicacy of organism, high susceptibility and intensity. People of this temperament live a mind life, a highly emotional existence. The intellect must be fed and moved by logic and ideals.

¶ There is a large, indisputable, qualifying value in the matter of texture. Physical quality and mental process are closely allied.

Trained to See It is necessary that the student of Personal Psychology carefully scrutinize the individual he is analyzing from the standpoint of quality. The trained observer will make few mistakes. The fact of difference is observable, the principle involved is never at fault, but inexperienced observers may make mistakes.

¶ However, insurance companies making these standards do not take into consideration the brain measurements of the individual, which of course are of great importance in estimating actual bulk.

Head Size The next thing to note is the relative size of the head and body. Size, other things being considered, is a measure of power in some direction. A body larger in proportion than the size of head means that the body will be the greater source of power. A head relatively larger than the body suggests power in brain and soul directions. The same law holds true as regards classes and groups of physical organs of the body and zones and segments of the brain mass as shown in size, shape and regional development of skull. Quality, education and experience should always be considered when making fine estimates.

¶ Thus the male head measures from twenty-one to twenty-four inches in circumference and the brain mass weighs from forty to fifty ounces. The female head measures from twenty and one-fourth to twenty-three inches in circumference and the brain mass weighs from thirty-seven to forty-five ounces. The female brain is usually of finer quality than the male and considering the relative difference in body, the size is as large as that of man.

Standard View In getting at the actual size of a man or a woman with a view of estimating his or her power, take the standards given above regarding each sex and note the following points: when the size of the brain largely predominates over the size

of the body the individual will be interested in things pertaining to brain life, intellectual things, moral matters, self-caring or social interests. The quality factor must be considered.

¶ On the other hand when the physical proportions are much larger than the size of the head warrants for standard, the interests of the individual will be physical rather than mental. Other things being equal the leading group of physical organs or the leading development of brain section will determine the interests and activities of the individual. Thus note the regional development of the individual and make your estimate accordingly.

¶ When a man is top-heavy he will be short on things requiring physical strength and endurance. When the body structure and size is out of proportion to the size of the head he will be great in matters of the flesh but small in things of the mind.

Three Primary Temperaments—

Their Analysis and Description

Temperaments Temperament is at once a sign of condition, of constitution and of mental make-up. Therefore the subject of temperament really involves a study of anatomy, physiology, heredity, anthropology, ethnology and psychology.

¶ There is no individual found without the three temperaments in his physical and mental personality. To illustrate by one or two homely examples how to

arrive at a conception of the full meaning of the word temperament, let us take two examples. In making lemonade at least three ingredients are required: lemon, water and sugar. These three properly blended make a very palatable drink, but any of the elements out of the right proportion gives special character to the lemonade. Too much sugar makes it over-sweet; too much lemon, over-acid; too much water makes it insipid. In the making of bread there are at least three elements needed: flour, yeast and water or some liquid. These elemonts properly balanced will make good bread. Too much flour spoils it, as will too much yeast or water.

¶ In like manner any of the three systems or groups of organs which form the physical basis of man, found predominating or much larger than any other system of organs, gives type-individuality, special tendency and power to man's nature.

The Mental Temperament

Anatomy The Mental temperament includes in its anatomy all the physical apparatus used in the production of sensation. Hence it is called the Mental or Sensory type, the temperament being determined by the brain and nervous system. The motor and sympathetic nervous system must always be associated with this temperament. The brain is the chief instrument of mind, the seat of all sensory and physical processes, and the nervous system is merely an extension of the brain to the different parts of the body. It is by these physical

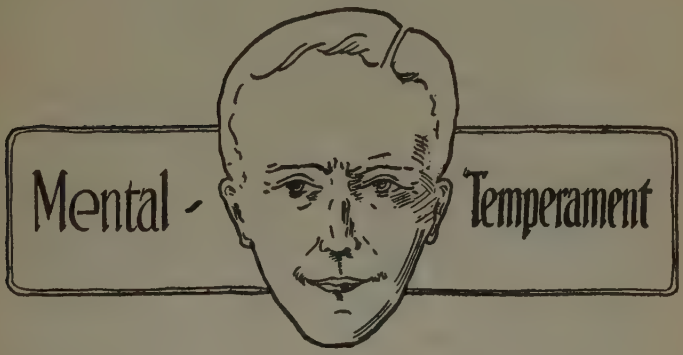
organs that sensation is wrought into consciousness, and transmuted into emotion, thought, feeling and action.

Physiology The brain is a soft, irregular mass of matter filling the cavity of the skull. It is not a single organ, but the seat of numerous distinct powers. It does not secrete thought, as the liver secretes bile, and the stomach, gastric juice, but it is the instrument by and through which the soul functions all forms of intelligence. Through this physical member the soul counts the stars, fathoms the ocean, analyzes the earth, talks around the world, and utilizes various forces for its own convenience. Brain is the switchboard section of the nervous system, by means of which the soul gets in contact with matter and other minds.

Physiognomy The chief sign of the predominance of the brain and nervous system in the make-up of the mental type of individual is the unusual size of the head. The face is pear-shaped, wide at the upper section and narrowing to the chin. The trunk and limbs are proportionately less in evidence in this temperament than in the others to be noticed later. The bones are light; muscles are slim. The entire frame is characterized by delicacy of structure, the face by the fineness of its mold, and the general appearance shows quality, texture and refinement.

¶ The limbs, hands and feet are usually thin, as are the nails, nostrils, lips, skin and skull. The chest and abdomen are never well developed. The eyes are quick, bright, usually hazel, gray or blue in color. The nose is relatively small, finely formed, frequently straight and

bridgeless. The forehead is high, wide, long from the ears forward, pale and expressive. The head is broadest at the upper section. The hair is usually light in color, fine of quality, frequently wavy in its appearance. The chin is often pointed, not large or prominent. Indeed, all the features are delicately carved, sharp and expressive. The voice is high-keyed, quick, susceptible and intense. Too much mentality and too little vitality are the keys to this make-up.



Psychology Psyche, fair Greek divinity, according to mythology, presided over the realm of the soul. This temperament stands distinctly for all the forces at work, characterized under the term soul.

¶ People of this build are creators and lovers of literature. They are artistic, poetic, moral and religious. They live in the realm of reflection, fancy, sentiment, and spiritual feeling. Indeed they are very susceptible to extremes of thought and higher emotions. They live

a soul life, a brainy experience, and revel in an intellectual atmosphere. People of this temperament are usually brilliant. They soar to the highest and at times may experience deep despondency.

¶ When such people are high of motive and ideal, they are likely to be inspired and exalted in soul. But when they come to the other extreme of thought and feeling, there is no depth of despair to which they cannot descend. The life of Edgar Allan Poe shows both sides of the capacity of the highly organized mental type. Such people are given to education, decoration, and all forms of literary invention. They embellish, highly finish, and delight in the refined things of life.

Examples Here are a few examples of this type: Edgar Allan Poe, William Ellery Channing, Ralph Waldo Emerson, Belva Lockwood, Lyman Abbott, Hall Caine, Herbert Spencer, Charlotte Bronte, Frances Willard, John G. Wooley, John Henry Barrows, Edward Everett Hale, Judge Ben Lindsey. Get the photographs and study the biographies of these individuals and you will be surprised to find how the characteristics of this type correspond with the temperament described.

Appeal In dealing with this type of man you must go the brain way. This is the thinker, the reasoner, the analyst, and the man of logic. He is the brain man, critical, imaginative and sentimental. In trying to secure response you must appeal to reason. You must have a philosophy. You must trace relation between cause and effect. You must exhibit culture, taste, and refinement, and all that goes with these qualities. This

temperament is your real "high-brow" and your sales-talk must have educational interest and informational value. This man must be taught; he must be made to think, for it is through reason and instruction that you will reach his will for action. Facts have some power with him; feeling has some influence; but theory, philosophy and thinking are the way to his will and action. Let him feel his intellectual value and importance; defer to his scholarship. At the same time let him feel you are posted. You must get him thinking highly if you are to influence him your way. This is your *quality* man. He likes class and exclusive goods. He inclines to buy the better kind of material. Beauty, finish and style appeal to him. He can see future values and prospects.

¶ If you have the gift of language and know your goods and story well, paint him a word picture while you detail your samples. Sell his reason and imagination. Make your picture brief, pretty, warm, animated with feeling. Punch is your master stroke. Never be crude with his type, if he looks moral, or you will fail. Make him think clearly and feel highly, with quality, class and finish as your key words.

The Motor Temperament

Anatomy This temperament gives structure to the frame. It includes three sets of organs: *(a)* bones, *(b)* the ligaments, *(c)* muscles. These together constitute the framework of the physical man.

Physiology The functions of the organs enumerated are for locomotive purposes. There is neither form nor action to man without them. Hence, when they greatly predominate, this is called the motor-moving or mechanical temperament.

Physiognomy With the Motor temperament you will find the following characteristics in the appearance of the individual possessing it: tallness and spareness of frame, a strong tendency to angularity. All the bones are clearly defined, especially at the wrist joints, the finger joints, and other joints of the limbs. The shoulders are square, the chest comparatively flat, the limbs long, sometimes strong, and not very tapering. There is a squareness, ruggedness, and angularity to the whole physique. The face is oblong; the hair is strong, frequently straight, usually coarse and abundant; the cheek-bones are high. The brow is sloping; eyebrows are bushy and well defined. The complexion may be light or dark, there being two pretty well distinguished types of this temperament—the dark motor and the light motor. The face is determined, severely earnest and often stern

in its aspect, especially in the darker type. There is always the characteristic of strength and plainness in make-up.

Psychology Generally speaking, people of the Motor temperament will be noted for the following characteristics. They are positive, persistent, determined, independent. They have perseverance, often amounting to stubbornness. They are likely to be unconventional, lacking in politeness, blunt, radical, honest, courageous, but endowed with self control and self confidence. Such people delight in action. They do things. They are sometimes proud, domineering and arrogant. They are of practical intellect, gifted with observing power, and more given to facts than to reflective thinking. They have strong passions and feelings, and are very affectionate, but not demonstrative in these particulars.

Examples The following are good examples of this type: Abraham Lincoln, Andrew Jackson, John Brown, Oliver Cromwell, Charles Darwin, Julius Cæsar, William E. Gladstone, George Stevenson, Peter the Great, David Livingstone. Look up the photographs of these men in your encyclopedia and study them carefully. Their biography and their psychology are bound to correspond.

Appeal If you wish to appeal to a man of the Motor type, you will do well to remember all these characteristics and to know as an absolute fact in dealing with them that they will respond in the line of their strong tendencies. You cannot oppose such people with success. You cannot force such people into action. The

only way to handle them is to plus their peculiarities, cater to their practical mental outlook and avoid their strength of will and independence of spirit by tact and objective example. They "come from Missouri" and must see things in action. They clamor for fact, and will stumble at theories.

¶ Therefore, for the Motor type of man, pile up evidence of profit, bulk, utility and service. Give him statistics and figures of what the goods do. Put all you can before his eyes. Let him see and handle your product. Give him action, object lessons and demonstration. Hammer away with facts and example, action, service, and permanent worth. Don't over embellish or argue. Give no "high-brow" stuff here. Play on *service,* not *sentiment.* Give him *merit,* not *mush.* Lead him to see the real value and use of your goods. Show him you are sincere, reliable and honest, if you would move the Motor man to judge and buy.

The Vital Temperament

Anatomy Anatomically speaking, the *vital* temperament is dependent upon the predominance of the organs whose function it is to furnish nourishment to the body. Such are the heart, the lungs, the stomach, blood-vessels, lymphatics, etc. These are the organs by which air and food are manufactured into blood for nutrition and repair of the entire body.

Physiology The formation of the nutritive system can be watched in its progress and development by observing the process of incubation. An egg,

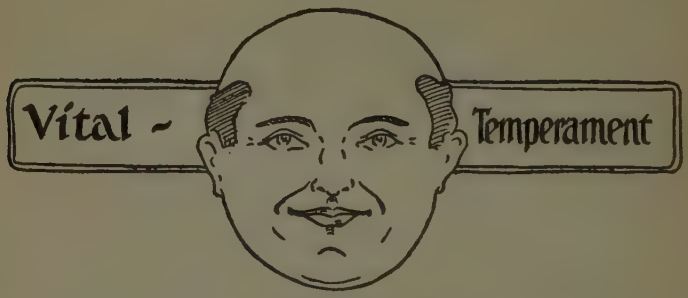
broken at the larger end three or four days after it has been in the incubator, will disclose the heart and circulatory system formed and at work. The yolk of the egg provides the nutriment and the circulatory system takes it up and proceeds to the building of tissue and organs of the body of the chicken. The Vital temperament is the temperament of life, vitality, nutrition, and includes the vital organs referred to.

Physiognomy Persons possessing this system of organs in pronounced development will be found to have an ample chest and abdomen. The limbs are short, plump, tapering and the extremities such as hands and feet are relatively smaller than those found in persons possessing the Motor type.

¶ The whole form of this make-up, including the body, head and face is characterized by roundness, plumpness, softness of tissue and organ. While the *Motor type* stands for *squareness,* the *Vital type* stands for *rotundity.* The heads of such people are round or conical in shape, wide across from ear to ear, full at the base and back, and relatively lower at the crown than the motor type. The neck is short, well built, often thick, with a good showing of flesh in structure.

¶ The face inclines to roundness, being oval in its shape. The cheeks are plump, eyes large, lips red and inclining to thickness rather than length. The chin is round, fleshy, forming sometimes a double chin. In other words, all the bones are covered with flesh and fatty tissue.

¶ The complexion is usually florid, but as in the motor type there is a dark variety. The face widens from the corners of the eyes to the mouth. The skin is usually soft and fine, hair light brown to auburn. The expression is characterized by hopefulness, and a free, easy-going spirit. The nose is short and wide, ears fleshy, fitting close to the head, and frequently long, but not so long as those found on the Motor type.



Psychology Persons possessing this form of organization are inclined to be friendly, sociable, inclined to business, possessed of good appetite, fond of foods, liquids, pets, animals, and the good things of life. They belong to the physical side of life; to dealing, manufacturing; to newspaper and magazine literature, etc.

Examples Lord Salisbury, Queen Victoria, D. L. Moody, Seth Low, Grover Cleveland, Wm. McKinley, Wm. Howard Taft and other persons characterized by roundness, plumpness, and fullness of body, face and general appearance, can be recognized at once as possessing these qualities. Look up their photographs

and biographies, and you will find a correspondence between known characteristics of mind and physical appearance.

Appeal The men and women possessed of the *Vital* temperament are people of feeling and emotion. The *Motor* temperament wants evidence, visible evidence. This type demands "heart stuff," as well as evidence. The feelings must be stimulated. The emotion must be aroused by enthusiasm, emotional interest and such arguments and descriptions as will quicken the pulse and warm up the entire social nature, in order to get the best response. They are not affected so much by dry facts or cold logic as by the warm hand grip, the cordial greeting, the optimistic appeal, and the life-interest discussion. Remember you are playing on the heartstrings; you are moving the will through the emotion. You are to get action by the way of feeling. Wife, mother, home, food, friends, profit and good-time are all stimuli in the way of reaction in dealing with the *Vital* type.

¶ The salesman should recognize these points. The nutritive or vital type of men or women love ease. They don't like hard work. Therefore, put them at ease and do everything *for* them when trying to make a sale. Do everything you can to make them comfortable. Eat with them; jolly and joke with them if necessary; but never forget that they are self-caring, inclined to look after self, and would rather see others work than work themselves.

¶ If there is a good brain as well as ample body, you may expect power in some direction. But it takes more

effort to sell such people than those of the decided Motor type. The man of Vital temperament is naturally slow to decide. It is usually difficult to sell him at the first interview. He wants to think it over. If you force a decision he will give it to you, but it will almost always be against you. Give him your evidence. Tell him to think it over and you will see him the next day. Play on self, profit and friendship. If there is any chance for an order you will get it by following this method. Get the order if you can at the first interview, and particularly if the article is low-priced. But if the deal is a big one do not force the issue at the first interview.

Balanced Type When the three temperaments are found harmoniously blended, you have the *Balanced* type. This is an ideal seldom discovered; but when it is found, you can combine and modify all the description given concerning the three and make your inferences accordingly. Such people are many sided. Mr. Bryan is a splendid illustration of the balanced type. When but two groups of organs predominate in an individual make-up over the third, the temperament is called by the combined name of the two groups or organs thus determining the type: mental-motor or motor-mental types; motor-vital or vital-motor types; mental-vital or vital-mental types. When you combine the descriptions given under any two primary temperaments, you find the temperamental make-up of your prospect.

The Face of Man

¶ The word face is from the Latin *facio,* and means to make. The face makes the individual appearance. It is mainly by the face that we distinguish one person from all others.

¶ The face is a library of all past human history. It is also a one-page biography of the individual. An expressive face may indeed speak volumes; at least the face is a good or a bad letter of recommendation. The features indicate the nature and forces of the real life, either latent or active. It is the most expressive part of the whole anatomy.

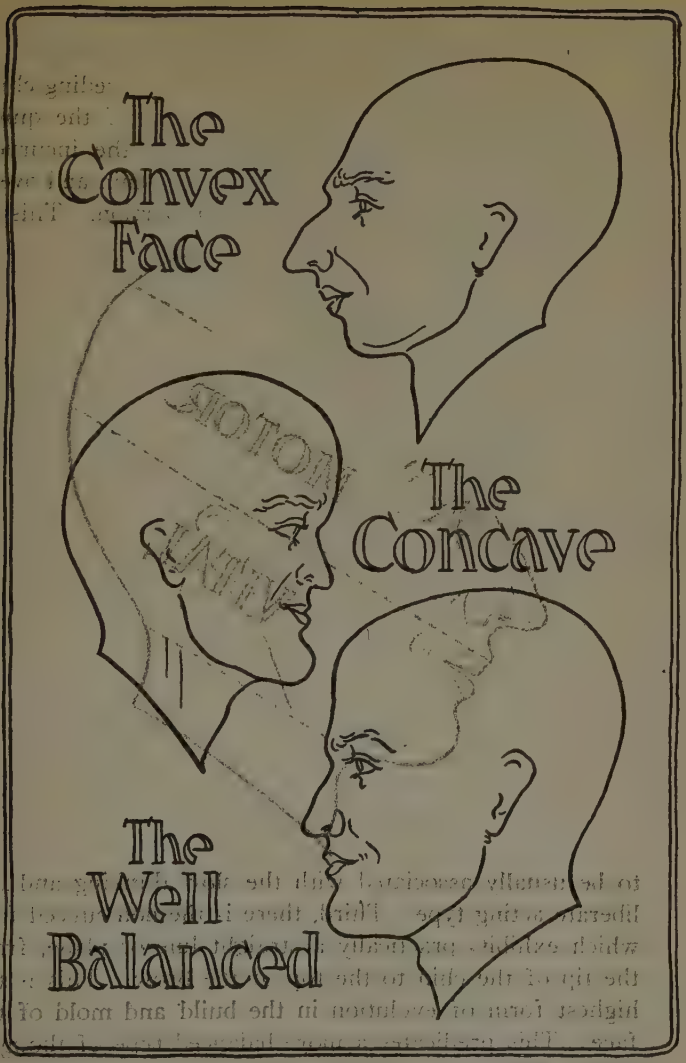
Many Faces Yet Only Two Kinds The face is at once a mirror and a revelation of the mind behind it. There are all kinds of faces: young, old and middle-aged; red, white, black and yellow; faces pleasant and attractive; faces repellent. Some bear the stamp of honesty; some the mark of Cain; some are radiant with purity, others are vile with shame; some have the expression of gentleness, others are cruel and cold; some are loving, others are loveless; some are courageous, others are cowardly; some are optimistic, others are pessimistic; some are regnant with divinity and others are besmirched with the howl and scowl of the beast.

¶ Some faces are long, others are short; some are thick, others are thin; some are heavy and dull, others are light and intelligent; some are smooth and others are angular. All colors, all shapes, all kinds of expressions.

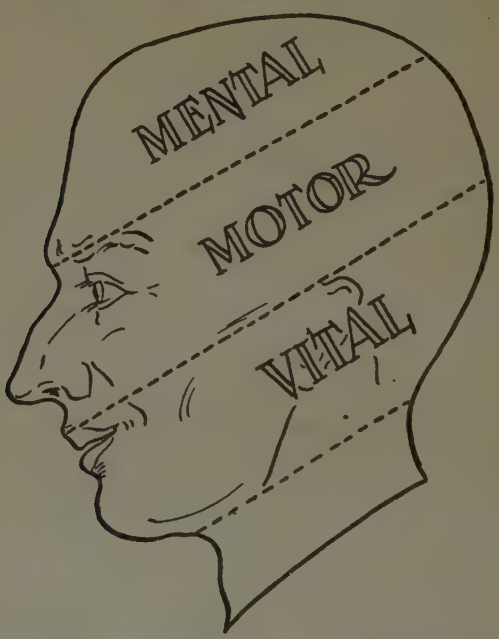
are found within the little radius of an eight to ten inch space. Just a little slit we call the mouth, a little projection we call the nose, two little dents with balls enclosed we call the eyes, two cheeks, a chin, and a space called the brow, a few muscles, bones, nerves and blood-vessels, include the wondrous thing we look at first as we open our wondering eyes on this great world, and the last we care to look upon as we close them in death and go into the land of mystery.

¶ Yet there are only two faces: the face active and the face passive. The face in its expressive states and the face in its regular and usual outline. The one is the transient face, the other is the permanent face. The mind builds the face, reveals itself in and through the face, declares its states of feeling, its passion and piety, its power of will, depth of thought, height of ambition, its reverence, conscience, kindness, patriotism, and a thousand and one passing and permanent states. The face reveals the state of mind at the time of its action. Any state of mind oft experienced and often repeated tends to build a permanent expression of the face and thus becomes tell-tale.

Three General Forms There are three general forms of face, as to outline: the round form which is to be associated with the Vital type of constitution, and the psychology that goes with it; the square shaped or angular form which is to be associated with the Motor constitution, and the psychology that goes with it; the triangular or pear-shaped face which goes with the Mental temperament and make-up, and the psychology connected therewith.

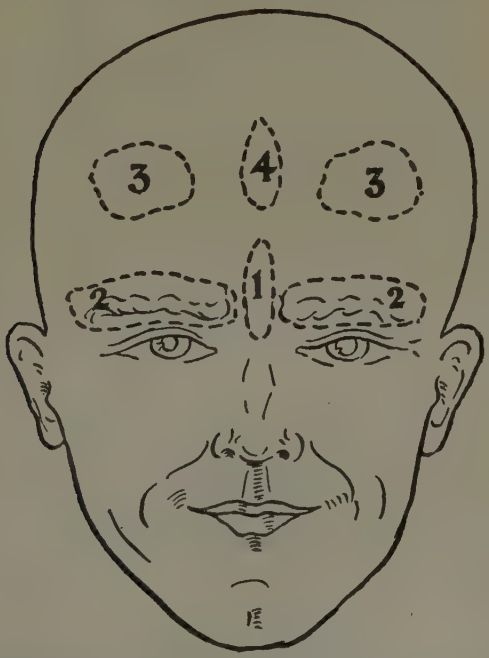

The Convex Face
The Concave
The Well Balanced

¶ There are three other types of face (Fig. p. 331): first, the convex, with a protruding center, receding chin, and receding forehead. This is the face of the quick thinking and quick acting type. Second, the incurved face, concave in its nature with projecting chin and overhanging forehead and receding center portion. This is



to be usually associated with the slow thinking and deliberate acting type. Third, there is the non-curved face which exhibits practically a straight line or plane, from the tip of the chin to the top of the brow. This is the highest form of evolution in the build and mold of the face. This predicates a more balanced type of thought, feeling and action.

Three Zones to the Face Zone one, from the eyes up, is the thinking zone; zone two, from the eyes to the mouth or just above, is the zone of the will; zone three, including the mouth and the chin, is the zone of the heart. The first is the region of the Mental type; the second, the Motor territory; and the third is the field indicating the Vital temperament. (See Fig. p. 332).



The Forehead and its Facts The forehead of man has always been regarded by the observer as the front door to the mind. The more forehead there is as to height, width and length, other things being

equal, the more intelligence the individual possesses. It is here the crowning qualities of man are located.

¶ When the lower part of the forehead is amply developed and the eyebrows overhang, you have the observing type of intelligence, the scientific cast of mind, the talent of practical judgment. A lack of development here is associated with lack of such mental characteristics. Darwin and all leading scientists have the lower part of the forehead pronounced in its development. (See 1 and 2, Fig. p. 333.)

¶ The upper segment of the forehead is the thinking zone. Men and women given to reasoning, to logic and philosophy usually have this form of brain development. A lack of this upper frontal development and the lack of these thinking characteristics usually go together. Herbert Spencer and other leading thinkers in educational, inventive and business realms have the upper forehead well represented. (See 3; 3, Fig. p. 333.)

¶ When the central part of the forehead from the root of the nose to the hair line is the most pronounced in development, such individuals see details, have a good memory for events, are critical, analytic, and intuitive. When this region of the forehead is flat or hollow, the person is lacking in the mental qualities of analysis, observation and memory of details. (See 4, Fig. p. 333.)

¶ The wider the forehead, the more musical, mathematical, inventive and imaginative, as well as humorous, will the individual be. A narrow forehead in this section will be accompanied by a lack of these mental qualities. Allowance must always be made for quality of brain and educational attainments in estimating these various

phases of intellectual power by the shape and development of the portal to the mind.

The Window of the Soul The eye has aptly been called "the window of the soul." It is a camera of the highest grade. It takes more pictures in one day than all the artists in the United States can take in ten years, and it does its work more accurately. All these pictures are images of objects, and are the stuff out of which ideas are made. The eye must be judged by its size, its form, its color and its clearness. The distance the eyes are set apart and the way the eyes express themselves when looking at objects or individuals must be noted. The large eye is telescopic and sees big things. It has sweep of vision. The small eye is microscopic and sees details. It is best at short range, and most competent in getting minute observational values. Eyes set apart, either large or small, indicate perception of form and structure, and usually go with breadth of mind. Eyes set close together, hugging up to the nose show a lack of perception of form, structure and broad-mindedness. The grey eye stands for coolness, critical judgment and intelligence. The blue eye denotes emotion. The dark or black eye indicates passion and power. The dark-brown eye predicates love and affection. The light brown eye is the eye of friendliness and sometimes of temper. Yellow colored eyes go with lust for blood and are found in tigers and vicious people. The hazel eye craves and gives sympathy. The black eye is magnetic in its flash and power. The yellow or green eye on the other hand is hypnotic. A clear eye denotes health. A fishy eye denotes moral disease. The open eye indicates frankness. The almost closed eye goes with

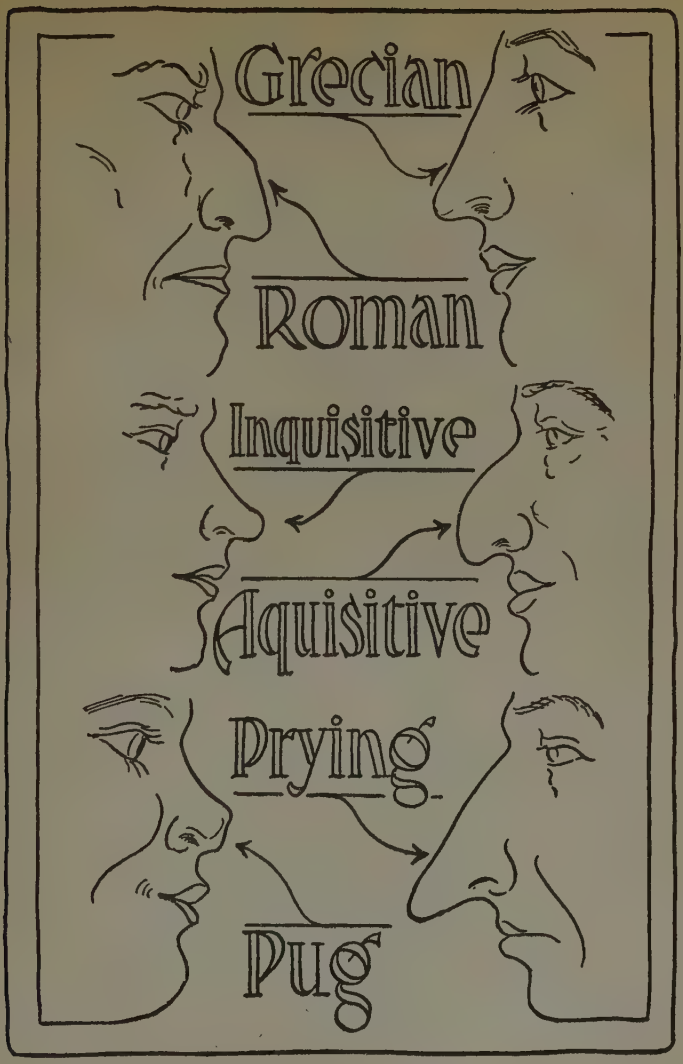
cunning. Full eyes, protruding with baggy appearance underneath, denote verbal memory, talking power and oratory. So the revelations of the eye bespeak most of the emotional states.

The Nose and Its Story It is a long way from the nose of the fish to the trunk of the elephant in animal evolution. It is a long story from the insignificant nose of the most intelligent ape to the pronounced proboscis of the most dominant leaders in thought and action among men. The nose is the center of the facial community. It is the external end of the lungs. It is used for smelling. It is the chief instrument through which the breath is taken. (See Fig. p. 337.)

¶ A well developed nose should be one-third the length of the face. The straight or Grecian nose bearing a straight line from the root to tip indicates taste and susceptibility to culture of various forms. It is the nose of refinement. The Roman or bridged nose, when the bridge is in the middle section and is pronounced, indicates Motor power, love of authority, self defence and aggressive leadership.

¶ The Aquiline or Jewish form of nose with its gradual curve from the root to terminus, broad and beak-like, is indicative of shrewdness, bargaining skill, tact, cunning and business sagacity.

¶ The concave nose which is bridgeless, lacking in bone and with its end erectly inclined, is the sure sign of inquisitiveness, superstition, credulity, shallowness and mental limitation.


Grecian
Roman
Inquisitive
Aquisitive
Prying
Pug

¶ The pug nose, large at the base, ill formed, short, and without bridge, is the nose of undevelopment, the nose of the child, whether on the face of an infant or a grown person. An individual with such a nose is likely to be a procrastinator even if he has a good mind. The more bone in the frame, the more strength of will. The less bone in the nose or frame, the weaker the will the individual possesses. The wider the nose at the base, when the other sections are well developed, the more breathing power, thinking power and concealing power. A narrow base of the nose with small pinched nostrils shows a lack of lung power, but indicates cunning and deep thinking. The more pointed the nose, the more analytical and exacting is the individual. A blunt ended nose shows inability to make fine analysis. An unduly long nose is the sign of a pottering, prying, prudish nature, while a very short nose indicates dullness of mind.

¶ The five types of noses are subject to combination in forms. When they are mixed, the more nearly the nose resembles any one of the types, the more readily can one associate with it the characteristics belonging to one of the types described.

The Mouth and its Message The mouth is the external end of the digestive system. The upper and lower lip with the cleft between constitute its form. The prominence or the lack of prominence of the mouth as a whole or any of its members carry definite characteristics. The ample mouth expresses appetite, passion and the language of power. A small insignificant mouth shows defective digestion and

a loveless soul. The lips drawn up at the extreme corners show love of praise; drawn out and wrinkled, show love of mirth. When the lips are drawn down at the corners, the individual will be mirthless, stolid and without much hope. Normally red lips indicate active affection; over red lips show passion. Thick, coarse, red lips are the sign of sensuality; but thin, well-formed lips bespeak the control of all social emotions. A long, stiff, pointed upper lip shows will and the power to concentrate. A short upper lip indicates versatility and lack of inclination to concentrate.

The Chin and its Indications One difference between barbarism and civilization is shown in the form, size, prominence or the lack of these in the build and form of the chin. A strong, convex chin shows good vitality, heart power, and physical endurance. A weak chin goes with a lack of these qualities. Few old men and women are found with small, inferior, receding chins. No animal has a pronounced chin like a well developed man. A good, well developed chin shows vitality, courage, affection and a good hold on life. A long, narrow chin indicates an intense nature. A broad, square chin is a sign of persistence and fighting qualities. A dimpled chin goes with a boyish, prank-loving spirit. A double chin presupposes a dislike for serious mental or physical effort.

Cheeks and Their Tale The cheeks are the main walls of the face. Full or convex cheeks show good digestive and breathing power, a hearty nature, a good physical equipment and a love for the things of the flesh, while flat or hollow cheeks go with

stomach weakness and nervousness. Full cheeks, rounded and well padded with flesh, are a sign of the vital or nutritive temperament. Their possessors are jolly, hearty, worldly-minded people, though they may be religious and full of vigor. The lantern-jawed man may be a dyspeptic, a cynic or a strong thinker. He usually has poor digestion and poor lungs.

Jaws The jaws have long been the subject of much comment. We speak of the bull-dog nature when the jaws are pronounced and angular in their formation. The lack of courage or tenacity is to be associated with the opposite build of jaw. Wrinkles in the face may indicate ruggedness of mind. Dimples always stand for playfulness; and thus the face is tell-tale with all its forms and every one of its members.

The Ears The ears are scarcely a part of the face, nor do they belong to the head. They project into space to catch the sound waves, borne to them from the vast sea of sound. The larger the ear and the coarser its development, the more primitive is the mentality of the possessor. The finer the ear in its form and convolutions, the more refined, talented and subject to culture is its possessor. The upper lobe stands for mentality, the lower for vitality, the middle section for executive power. The lower the ears are set toward the neck, the more physical and animal is the individual. The further set back from the eye, the more mentality the person will have. A well molded and formed ear is a sign of a balanced mind. Most criminals and defectives have ill formed ears. The ear is the external part of the sense of hearing and may be a sign of musical talent. Ears

projecting greatly from the head, when hard and firm, show impulsiveness and anger. Ears fitting close to the head, gristly in their nature, show caution, cunning and lack of courage. Thin ears show a fine nervous organism and high susceptibility of nature, while thick, heavy, ill-formed ears show lack of fine feeling, keen mentality and good breeding.

The Two Sides of the Face Some people are said to be two-faced. Whether this be true or not, it is a fact that the two sides of the human face are seldom exactly alike in their size, mold and significance. The perfectly bilateral face is hard, perhaps impossible, to find. The same is true of the nose, eyes, chin, cheeks, jaws, lips, ears and even nostrils. It is now claimed by anthropologists that the right side of the face of the individual resembles the father and his ancestors; the left side resembles the mother, her ancestors or relatives. Study the several members of the face separately and then combine the indications in estimating the individual.

National Psychology

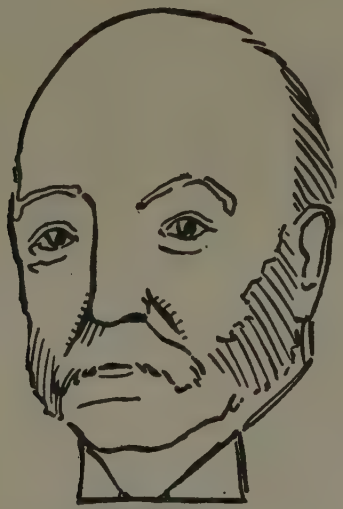
¶ There is National Psychology just as sure as there is group Psychology. Twenty clergymen would never be mistaken for a group of horse-jockeys. Twenty-five laborers could not be mistaken for a group of college presidents. Twenty-five artists look altogether different from as many practical mechanics. Their talents, their callings, and their several environments stamp the distinction and difference between these groups.

¶ The same is true of National Psychology. It is marked, distinct, and easily discernible by the observing mind. Climate, soil, food, religion, government, education and industry contribute to the National character, as does the more important factor of heredity. All this is shown in the build of body, form of head, type of face, general habits and characteristics of life.

AMERICAN TYPE

American The American type is perhaps the most mixed and the most aggressive of all national types, America being the melting pot of all nations. The typical American has the mental-motor type of constitution and reaction. He is tall, slim, boney-muscular in build. His head is long, features sharp and expressive, and his character is just as distinct.

¶ Variety and multiplicity are the keys to his life. He is original, experimental, inventive, free, independent, quick, enterprising. He clamors for new interests and stickles for results. He is fond of travel, full of ambition, tolerant in religion, ever ready to make and spend the dollar. Freedom is his love, equality his motto, versatility his talent, and restlessness his invariable condition. He is indulgent to children, chivalrous to women and kind to animals.



ENGLISH TYPE

English The typical Englishman is of the vital-motor constitution and reaction type. He is, therefore, stocky and solid of build, rather slow in action. He is self-satisfied, proud, conservative, reserved, stolid in habit and attitude of mind. He has a rather long face and head. He is a lover of home, a strong nationalist

with family pride. He has a good appetite, an easy-going disposition, yet he is a good hunter and a general sportsman. He is a careful student, a defensive fighter, a thorough business man, and an astute statesman, as well as a lover of titles and social distinctions. His face is of the long, square type with broad, high forehead.

SCOTCH TYPE

Scotch The typical Scotchman has the mental-motor or motor-mental type of constitution, with more bone than muscle in his motor frame, and his reactions show his physical combination. The Scotch are determined, conscientious, prudent, steady-going, observing, critical, conventional, clannish, highly religious as well as solid and practical in morals and life.

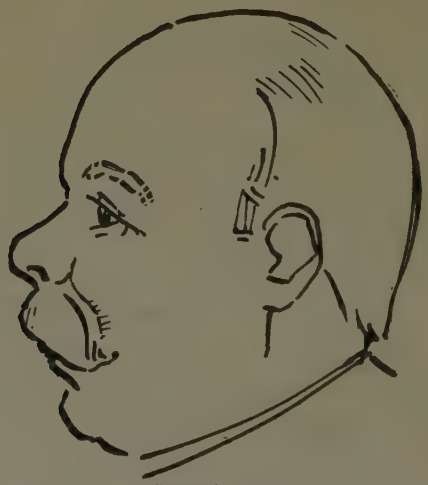
Irish The Irish as a rule have a vital-mental basis to their type. They are, therefore, warm-hearted, very sociable, as given to fun and fighting as the bird is to flying and the fish to swimming. They are talkative, patriotic, ardent of affection for children and animals

AN IRISH TYPE

and sex. Politics and politeness, blarney and vanity are as strong in the Irish as are religion and kindness.

German The German's physical make-up is characterized by width, height and squareness, with the motor and vital elements strongly developed. He tends to become fleshy, heavily built, stolid and slow of

action. While Germans are nationally exclusive, they are domestic and quite sociable. The typical German is of a scientific and somewhat philosophical mind, but he is more given to habit action than to originality. He is a good eater, fond of liquids, is industrious, is given



GERMAN TYPE

to manufacturing, music, religion, agriculture, military science and the home.

Japanese The typical Japanese has a light, wiry, motor built body. He has a large frontal brain for the build of his body. While not heavy in the structure of his body he has a wonderfully dexterous athletic make-up. He is quick and intense when aroused to action. He is sudden and agile as a cat, but he can be just as noiseless, quiet in demeanor, cunning and

smooth as a member of any other race. There is no question about the Japanese ability to copy, imitate and adapt himself to various situations, to assimilate experience and knowledge from many sources, and to give what he acquires the stamp of his own peculiar type. The Japanese are polite, diplomatic, artistic, skilful, superstitious, strongly given to religion, trading and

JAPANESE TYPE

warfare. They are perhaps the most progressive of the dark brunette type among nations.

French The French temperament is both artistic and highly sociable in its psychology. The French are brilliant, ingenious, showy, lovers of form, pleasures and variety of program. Like the Athenians of old, they are ever hunting for some new thing. They create

and adapt novelties as well as make fashions for the multitudes. They are highly entertaining, vain, talkative, impulsive and quick to respond to all forms of stimuli. They are given to ideals, much dressing, Bohemian manners, and not a little culture. The vital-mental tempera-

FRENCH TYPE

ment is found prevalent among the French; so is the Mental or Sensory type.

¶ Thus we might continue describing the National Psychology of various other nations. Every nation has a distinct psychology which it has acquired and

transmits to its descendants. The student of Personal Psychology should ever recognize these racial factors and national psychological types in making his estimates and coming to his conclusions.

¶ The salesman to make a proper approach and influence his customer to buy his goods must take the key which race and national types offer. The Jew is always Jewish. He is a born trader. He will have to be shown bargains. He will talk business before anything else, unless it is religion. You can mix the two somewhat with him and secure his interest. The Englishman is always English both in his business and pleasures, his character and personality. Get this clearly in your mind before you make your approach and show your samples.

¶ Nationality tells. Race instincts in the first and second generation must not be overlooked. Get at this psychology and you will strike the right note for getting good business.

SIKOGRAFS

President Woodrow Wilson

Psycho-Physical Analysis

¶ Age sixty years; height and weight about medium; complexion medium, between blonde and brunette, with evident conditions of good health and mental vigor.

General Equipment A full survey of the build and construction of Mr. Wilson's organism shows a good physical equipment for life and action. This is indicated in the build of the face, head and body. The quality of the organism, such as fine hair, compact tissues, and especially the general refined expression in the face, are indications of fine texture or quality which goes with good breeding.

Special Type The three great groups of organs which comprise the anatomy and physiology of this man are in fair balance. The motor group, which includes the bones, muscles and their connections, is the leading group in his structure and make-up. The brain and nervous system group of organs come next, and the nutritive group, located in the two cavities of the body, follow in the order given as to their strength and efficiency, putting him in the Motor-Mental class.

Form and Construction The conformation of President Wilson's body and face is of the long, square order and indicates personal activity and intensity. He is built for action. All birds and

Underwood & Underwood

HON. WOODROW WILSON

PRESIDENT OF THE UNITED STATES

animals noted for quick and continued action are long, spare and slim of build. The same is true of men. Length of head, limb and form indicate activity, while length and sharpness predicate intensity. The converse will be found true to nature.

Head and Brain The head is of the long, high, square and narrow type, which is the moral, ethical, intellectual, rather than the commercial, type. Mr. Wilson is not of the money-making genus.

¶ This type of head indicates greater mental and moral interest than social and commercial values. For while the head is of the long type it is relatively short at the back. The main interests are in front and above the ears. People with this shape of brain mass tend to intellectual action, moral and religious ideals, and to be very select in their social relations. They may be democratic in intellectual views, in moral passion, liberal in general outlook, but they are apt to be exclusive, conservative and aristocratic in their social expressions.

Fighters are Broad-headed Bloodthirsty animals and fighting men are of the broad-headed development, especially at the base and around the ears. All wild, untamable animals and all warriors, ancient and modern, prove this inference. The camel, the sheep, and the greyhound are narrow headed and meek; the rattlesnake, the bull dog and the tiger are broad-headed and savage fighters. Commercial-minded men are wide of head in front of the ears and general width of head goes with business talent, as does cunning and craftiness.

Forehead The pronounced development of the front head just above the eyes and the length from the opening of the ear forward is the same as is found in men of fact gathering and scientific tastes, and shows Mr. Wilson to be a careful observer and gatherer of data. This tendency is not so much in the line of material values as of ideas and mental things. His judgment concerning the science of morals and the laws of thought is more to be trusted than his judgment concerning commercial matters, because his study and experience has been more along the science of thought than the science of commerce. He is more a teacher and moralist than a business man; more a man of culture and literary affairs than of commercial talent. His mental trend and past experience has made this so.

The Face The face is outcurved in the central section, showing the nose quite prominent, convexed in its build and strongly defined. The eyes are large and full, the forehead is ample in length, height and width. The mouth is inclined to be straight and closed in its mold and habit, the chin is long and pronounced in its development, the jaws, cheek bones and ears are each strongly defined—making a face that is angular, fairly rugged, and strong.

Eyes The large, full eyes such as Mr. Wilson possesses are a sign of keen judgment for word values. Such indicate verbal memory, verbal expression and ability for speech and literary quotation. This being connected with his critical intellect helps him make a fine distinction of words and their use, and is the basis of

literary talent. Such men have an inclination which leads them to work hard in order to become masters of language. Mr. Wilson specialized in this respect and has acquired language mastery. The eyelids are rather thick, and this, together with the way they hang, indicates a nature at once methodical, critical and particular in matters of intellectual tastes.

Nose The nose of President Wilson is strongly developed, projecting at the base somewhat from the face, is like the Roman type in its form and shows mental and motor activity, defensive energy rather than the spirit of aggression, and bespeaks Mr. Wilson to be the defender rather than the aggressor. It shows him to be a fighter of word battles and for moral principles rather than physical; for the good of all rather than the destruction of any. He will fight for liberty of thought and expression rather than for blood and animal conquest. He will instruct and set others right rather than fight, unless under great provocation. Then he will fight and fight hard.

Mouth is Less Expressive The mouth is less expressive than the eyes or nose; still it is a talking rather than a silent mouth. There is indication of control both of speech and feeling in the way the lips are formed and held. He knows how and when to put the bridle on his tongue. The upper lip is long, strongly molded and indicates mental persistence, continuity of thinking, dignity and self-value. He has the genius of concentration. The lower lip is long, rather thick and heavy, and shows select social emotions—a

family soul, but of reserved, conservative and distinctly proper order.

Chin The chin is rather long, round, full and firm in its build and mold, which is indicative of strong domestic impulses, of tenacity, of the dogged and pugnacious fighting instinct. The line from the chin to the crown is quite long and indicates the strength of will, firmness of purpose in men of this motor-mental type; shows practically a double-crowned head.

Cheek Bones and Ears The prominent cheek bones are large. Slightly projecting ears are signs of the motor man and show unusual physical endurance for the man of such relatively slight build. These bespeak length of life, personal magnetism and good muscular coordination.

General Summary

¶ *(a)* The natural tendency of President Wilson is toward mental and physical activity. He is independent, has high self-value and self-control, is proud, firm, aristocratic, and difficult to move when his mind is made up and his will fixed.

¶ President Wilson has more mental than physical energy; more activity than vitality. He is determined and conservative, deliberate and cautious, tactful and diplomatic.

¶ In sympathy he is strong; in friendship, sincere. Men of this type are constructive in their imagination

and program, observant and analytic in their mental life, ethical and educational in their ideals and aspirations, given to mental law and logic, rather than social vanity or commercial greed. They live in a mental and moral world, in the realm of moral science and ethical religion. They stand for progress, education and liberty. They are apt to seek the uplift of the race by banishing ignorance, superstition and other limitations. They are the saviors rather than the commercializers; the pioneers in thought rather than captains of industry. They believe in democracy of brains rather than glory in the wealth of nations. They are defenders of the good, right and true rather than aggressors and exploiters of the poor, or tyrants over the weak.

¶ *(b)* The dominant tendency of people like President Wilson is toward very cautious thinking and practical philosophy rather than daring executive actions. President Wilson is not a joker or fun maker. He is too serious for that. Yet he may enjoy sallies of wit, repartee and subtle humor, but this will be more in the line of boyish playfulness than anything else. He is likely to enjoy times of relaxation, when he will show a jovial spirit and seem to lower the bars of his dignity. Still he is self-possessed and conscientious of his personal responsibilities at every turn.

¶ *(c)* His nature is by no means two-sided; if it is, both sides are about the same. The change will be a change of development, a sign of growth rather than an alternating of his personality.

¶ He is distinct and individual in his spirit and attitude of mind as well as his deportment in daily life.

There seems to be something about him which says, "So far canst thou go and no farther." It is not an aloofness or decidedly overbearing habit that he has; it is rather a select and private sense of individuality. Few people ever get into the real privacy of his life. When anyone is so fortunate, Mr. Wilson will prove a confiding friend and a true man.

¶ *(d)* Such men feel deeply, express themselves strongly, but always guardedly. They are safe men, wise men, conscientious men. They look at consequences; they live in the ultimate imperative. They are guardians of established order, and wait the urge of logical progress before attempting to lead either too far or too fast. They are militant in the absolutely needful, but will not seek aggressive action where reason and peaceful policies can bring victory without force of arms.

¶ They are not so much way makers, as they are builders on foundations which pioneers in thought and action have laid at the cost of blood and sacrifice.

¶ They organize to conserve and perpetuate the findings of other daring souls. They husband the crops which others have planted and develop the resources which others have found. They enrich the life of their fellows by the sheer force of their moral and personal influence.

Note This analysis is worked out somewhat differently than the others found in these lessons. Let the student make an independent summary of the main characteristics of Mr. Wilson from the descriptions given under the various headings. Write your summary

notes on a blank sheet of paper after reading the analysis twice through, noting the headlines of each point of the analysis and the directions given for the student. Then close the book and make a summary to fit in the following outline, using the series of topics and sub-topics in the order which they occur.

(1) Personal data for analysis.

(2) General equipment and conditions.

(3) Special type.

(4) Mental endowment.

(5) Character development.

(6) Vocational interest.

¶ This will be good exercise.

Psycho-Physical Analysis

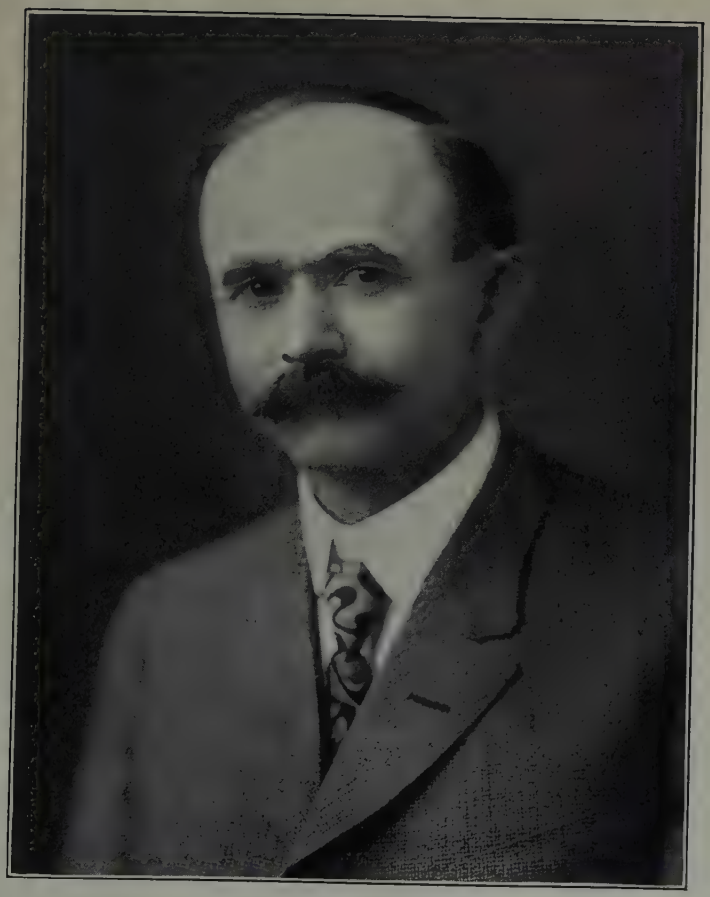
of

Judge Ben Lindsey

Physical Equipment Judge Ben Lindsey is five feet five inches in height and weighs one hundred pounds. He is forty-seven years of age and is thirty pounds below the weight required for his height at his age. His hair is brown; the color of his eyes, blue-gray. The size of the head in circumference, height and length is unusually large. The nationality of his parents is American. It will be seen from the above data that the Judge is "top heavy." He has too much brain for his body. He uses up his vitality as fast as he can make it, and lives on the edge of his strength all the time.

¶ He has a fine quality of organization. This is seen in his fine hair, thin, clear skin, delicately molded face and features and in the general build of the whole man.

Special Type The Judge is a pronounced case of the *Mental type* of make-up. Few men live the brain life and work on the mental plane as Judge Lindsey does. It is surprising how he keeps up his unceasing activities with such a predominance of the brain and the nervous system, and at the same time engage in a sedentary occupation as he does, without exhausting himself physically. Such men die at the top first; they become nervous wrecks before living out the regular span of life. It is only by rigid husbanding of their physical forces that they are enabled to achieve fifteen or twenty years of working life.



JUDGE BEN LINDSEY

¶ The face is almost pear-shaped, being broad at the upper region and narrowing down to the point of the chin. The eyes are bright, large and penetrating, showing a very active intellectual condition. The mouth is strong; the jaws are unusually developed for this type of face. The wide head in the region of the ears and the whole expression and build of the face and brain indicate not only activity of body and mind but intensity of spirit. The Judge is built light and has a very responsive nervous system. He is on the *qui vive* all the time. He is never fully asleep; he is intensely alive, alert and awake.

¶ Mentality rather than vitality is the genius of this man. He has the *three story build of brain.* He is tremendously in earnest, full of enthusiasm, bubbling over with mental life and spirits and must be counted as a dynamic force.

Mental Endowment Judge Lindsey's type of face shows a high state of human evolution. The frontal lobe of the brain is highly developed. All the brain in the front part of the head is ample; the intellectual powers of analysis and intuition are unusual. He is as intuitive as any high type of woman; and this intuition is backed up by a very critical nature. He gets into things and problems both intuitively and critically, without having to go through the routine of examining all the facts. He has a very active and strong imagination; he can foresee conditions and situations. He is an analytical and deductive reasoner. Only by schooling himself to observe facts will the Judge be able to avoid being too theoretical, too imaginative;

only thus will he prevent his mental life and his feelings from being biased by intuitions and snap shot judgments. He is highly sensitive to his surroundings, and very readily takes on the conditions and states of feelings of those about him.

Character Development and Reactions

Judge Ben Lindsey is a fighter "from the word go"—*a mental fighter.* The cause in which he fights is determined by his high sense of moral values and social interests. He resembles his mother very strongly in his social nature. It is not surprising that he should battle for the rights of children; that virtue and morality should be the ideals of his life struggle. He is intensely ethical and kindly in his spirit. There is frankness, sincerity and a lofty tone in his social and moral life.

¶ He is warm hearted, frank, emphatic, almost blunt in his expression and conduct; yet underneath this is a lot of kindness and sympathy. He possesses a strong love of praise and approbation, such as is found in the feminine nature. He is ambitious, aspiring and keenly alive to public approval.

¶ While he will foresee the need of providing against a rainy day, he is non-commercial and will be more or less careless in matters of his own finances. He is a man of many acquaintances, but has only a few near friends.

Vocational Interests

The whole development of this man, both of body and brain, indicates the talents of the teacher, the public moralist and the welfare worker. He could have succeeded in the pulpit

as a live, progressive, liberal minded clergyman; but he could also have succeeded as a writer of constructive fiction with human interests involved. There is no question about his mentality—the only trouble is that he is too versatile; he has too many interests. While the law has found an able exponent in Lindsey, the Gospel ministry or sociology would have found a strong and effective worker in this fighting judge.

General Summary

¶ Quality and intensity are clearly written on the entire make-up of Judge Lindsey. The fine hair, thin, fine skin, clear, blue-gray eyes and clearly molded features strongly indicate quality. He has a condensed, concentrated organism and though below weight thirty pounds for his height and below height at that, he is still much of a man—much in little.

¶ His head is nearly twenty-three inches in circumference. His hands and feet are small, his limbs are slim; but the wiry muscles are well adjusted to his light bony frame.

¶ There is neither padding nor waste evident. All the front head is large, but the upper forehead is pronounced in its development — the thinker and analyst type.

¶ The head is wide about the ears, for its general build, especially behind the ears in line with their top section. This development corresponds with his square,

prominent, fighting jaws, and they both indicate energy, power of combat and contention and self-defending power.

¶ The head is unusually high in its build. Ambition, self-consciousness, in the sense of self value as well as the moral elevating qualities, are striking. This is the ethical and altruistic rather than commercial conformation of head.

(a) The prominent segment of the upper frontal lobes indicate his intellectual power and his tendency to analyze and theorize. This positive development is seen in all thinkers.

(b) The projecting ear and its type bespeaks great ambition and love of distinction.

(c) The width of the brain mass at the base and across from ear to ear indicates energy, both aggressive and defensive.

(d) The square, strong jaw shows lightning power and tenacity.

(e) The three-story height of the brain mass tells of a kind heart; a love for humanity at large.

Salesman's Directions for Approach and Handling

¶ If you wish to sell to such a man as Judge Lindsey you must have your wits about you. Plan your sale according to his organization and mental reactions. You will need to be cool and quick witted. Have your proposition thoroughly analyzed; and then appeal to his altruistic nature. Recognize his broad spirit, his sense of kindness and his literary tastes.

¶ You cannot dogmatize with a man like Judge Lindsey. You cannot afford to fight with him. Your positives must be tactfully demonstrated. Your appeal to his unselfishness must be enthusiastic. You cannot sell a man like him if you are half asleep or below par physically or mentally. Your sale will be a mental battle. Your victory will be assured if you approach him from the directions here given. You must appeal by presenting your evidence clearly and overwhelmingly. No detailed explanations are necessary with such people as the Judge. Facts, analysis, moral purpose and interests; these must be used to get such people to re-act.

Psycho-Physical Analysis

of

Dr. H. W. Wiley

Physical Equipment and Condition

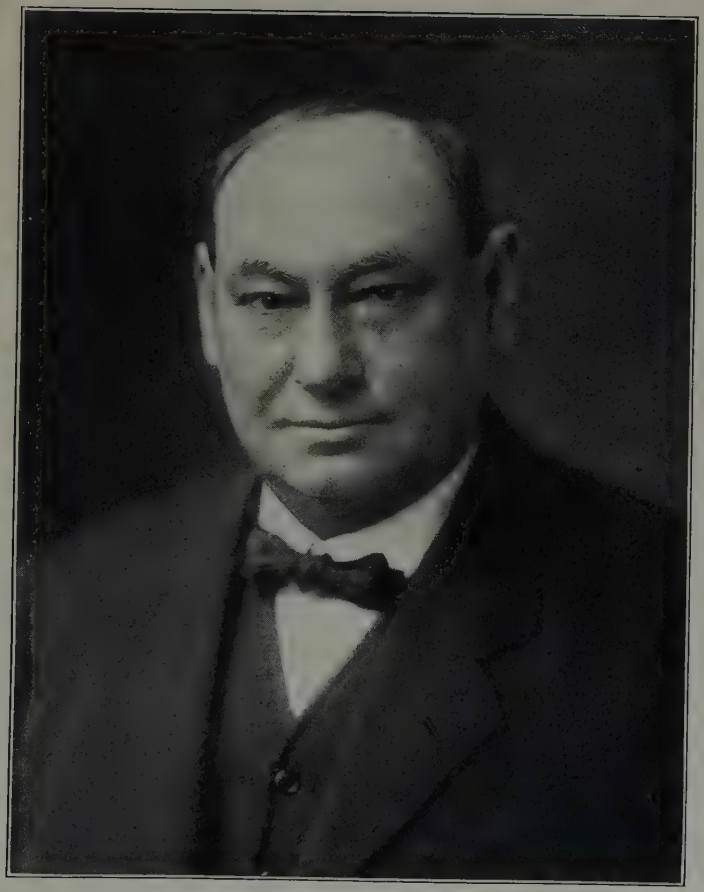
Dr. Wiley, who is seventy-two years of age, is six feet one inch tall, and weighs two hundred and forty pounds, making him *a plus man* so far as physical bulk is concerned. The color of his hair is brown, his eyes shading into the same color. The nationality of his parents, American; education, college and university.

¶ It is easy to see that the doctor has more than one-third man to spare physically. While his brain is above the average size, his bodily powers are greatly in the ascendency. He is a fine animal, fine of grain, large of bulk, splendidly organized and well calculated to enjoy all the things that pertain to physical and social life. Few men are so well equipped physically as Dr. Wiley. He has a tremendous amount of working force and available physical power. With due care of himself, possessing such an organism, he should live to the full span of a hundred years.

¶ At seventy-two he is well preserved, and evidently has taken great care of himself. He is not older than some men at forty-five, and has more physical strength and endurance than many men at fifty.

Special Type

Dr. Wiley has fine development of the organs used in creating vitality out of food and air. He is, therefore, a good example of the *Vital type*. His chest is ample. His neck is short, requiring a



DR. H. W. WILEY

No. 18 collar, whereas Judge Ben Lindsey wears a No. 14½ collar. The middle and lower regions of his face, from the eyes downward, are in fine contrast with the facial build of Judge Lindsey. These two men are as far apart physically as they can well be—one has a predominance of the brain, the other of the body; one has the sensory or mental, the other the nutritive or vital type.

¶ The next physical elements in Dr. Wiley's constitution are the motor powers. What a fine bony frame he has! See the width of those shoulders, the amplitude of the chest. Notice the solid, compact build of the face. All the signs of endurance, power to resist disease, abundance of physical strength, reserve of energy and a strong hold on life are evident in the entire make-up of the man.

Mental Endowment Dr. Wiley has a comparatively long, narrow type of head with a square and rounding build of face. The eyebrows are unusually pronounced; the head is long from the ears to the root of the nose. It will be of interest to contrast the build, size and the way the ears are attached to the head in the doctor and in Judge Ben Lindsey; also to notice that Judge Lindsey has a massive brain in the frontal region—almost the opposite in shape and development to Dr. Wiley. The doctor is a fat man, a visual minded man, a collector of data. There is more than one sense in which this is true of him—he "comes from Missouri" though he may have been born elsewhere. He is the scientific and practical cast of man. He is interested in things—in single things, things in the mass. His specialized observing power amounts to

genius. The front of the brain at the top of the face is of the same type as that of Charles Darwin; only his soul is more domestic, motherly and tender than that of the great naturalist. This gives him his interest in substances, things and human beings, rather than animals and plants.

¶ Theories do not enter into the mental life and experience of this gentleman—at least he shies at them. *He wants facts*—all the facts—and then with microscopic care he will examine each one and trace its relationship to some other. He is an example of the inductive type of reasoning—a visual evidence man. He is not a speculator so much as an enumerator; not a visionist so much as a pragmatist. He is a plain man rather than an abstract and theoretical reasoner.

Character Development and Reactions

Dr. Wiley is a man of domestic spirit, home life, quiet manners; a reader of books and men. His speech will never be fulsome. His words will always be specific. He will tell the truth not only *to* his friends, but *about* his friends. He is without gush and is practical. There is no evidence of wild speculations or intense enthusiasms. He is kindly without being sentimental, conscientious without being a stickler, and interested in the betterment of human life without being a preacher. This life and this world, these folks and this country, play the major part in his experience. He is a worker who will card index results. He does not go much on futures or possibilities. He deals with the *now* and the *here*.

¶ The ample chin, the fine physical make-up, the

long, rather flat, narrow type of head, the serious expression of face, and the brow projecting at the center and base, show a humane, practical, straightforward, reliable, determined type of man.

Vocational Interests It is not surprising that Dr. Wiley should have chosen the profession he has followed; but he would have been just as good a scientific farmer on a large scale as a chemist. He is a practical man, splendidly gifted for collecting evidence and analyzing it.

General Summary

¶ The fact that the head is of the long, square type, rather low and narrow in its build, shows that the interests of the individual are intellectual rather than commercial. The head is more narrow in front of the ears forward than it is in the region back of the ears. If one takes a back view of such heads they will be found square in their outline. Caution, solicitude and awareness of danger are clearly marked in such formation.

¶ The face is large from the eyes to the chin and indicates the wonderful constitution of the possessor as well as quiet friendship, home love and the domestic spirit. The nose is long and at the base stands out from the face which is a sign of investigation, analysis and the ability to penetrate. The decided prominence at the root of the nose, the strong eyebrows and the pronounced development of the base of the forehead are signs of the observational mind, scientific talent and accurate judgment of matter.

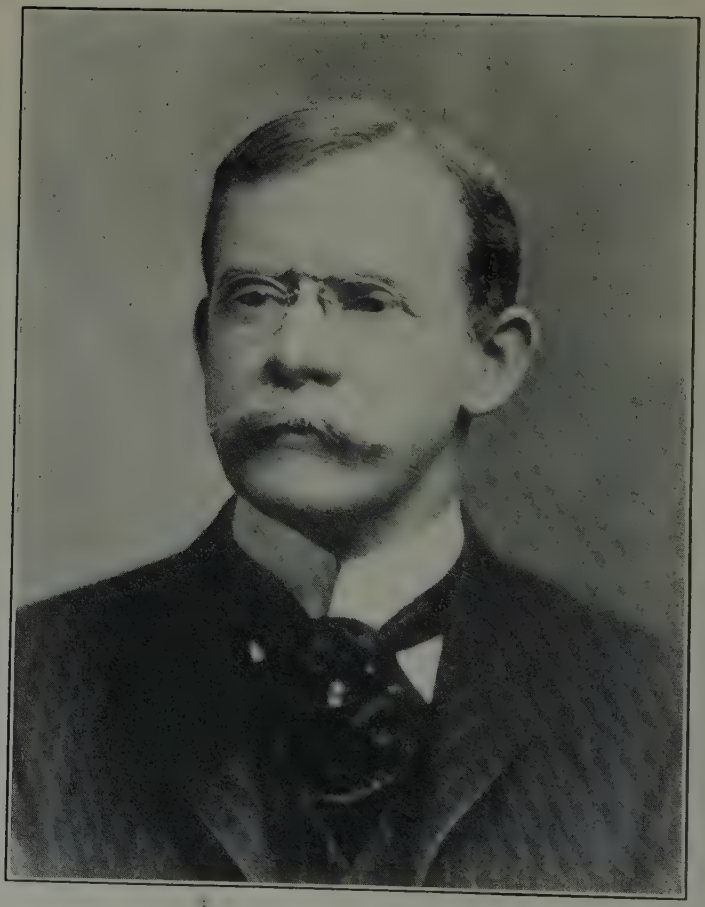
¶ The mouth is not of the communicative type. The rather small eyes, the square back head and the strong bony frame go to show that his language will be carefully selected, and that he will be slow and deliberate in expression.

¶ Thoroughness of research, grasp of mind, wide range of judgment, caution and solicitude are strongly marked in Dr. Wiley. He is visual minded, clear in analysis, persistent and painstaking in his studies. While not a born leader he would take his stand in self-defense and service.

Salesman's Directions for Approach and Handling

¶ Mr. Salesman, you must show your samples to this man, explain how they are made, and of what they are composed. Do this to prove their value by tests and evidence. You don't need any ceremony in approaching this man; you need samples—samples that appeal to the eye, that show quality, durability, real value. You cannot bluff a man of this type, nor can you tell him a story in order to get on the blind side of him.

¶ You can satisfy his desire for facts. You can convince his demand for evidence. You can prove your own reliability and that of your house; and in this way switch past his senses to his will. Friendship will appeal to him; but the quality and the dependability of the goods will have more weight. Your sample case properly arranged is your biggest argument with men of the type of Dr. Wiley.



JOHN H. PATTERSON
PRESIDENT NATIONAL CASH REGISTER CO.

Psycho-Physical Analysis

of

John H. Patterson, President, National Cash Register Co.

Physical and Mental Equipment

John H. Patterson, as the world judges size, is not a large man, but as a physical mass he is highly concentrated. He is very intense as a working organism —as a mind. At seventy-one years of age he stands five feet, nine and a half inches, but he only weighs one hundred and thirty-five pounds. His head is relatively large. The brain mass is alive in every tissue.

¶ Mr. Knox says that the Great American desert is not located in the Southwestern States but under the hats of most people, there being only ten per cent of brain power used. This statement could not be made concerning Mr. Patterson. He is a college graduate. He has irrigated or otherwise brought into use most of his brain mass. Then the temperament of the man is of that order which makes him *live a brain life*—a nervous system experience. He is not hindered by the flesh; not held down by the demands of the body so far as the free action of his mind is concerned. The main trouble with his body is that he has not enough of it. He could easily carry forty pounds more flesh, if distributed in red muscle, vital organ, and other necessary structural parts. He has too much engine for his boiler. He lives to the last item of his vitality. His brain consumes everything, almost to the consuming of his body. This is his danger line. He will die at the top like most little great men do.

Special Type Mr. Patterson has the *Mental type* of physical make-up, and the quality of mind and spirit predicated by this physical basis. He is rather slim of build. His limbs are light and well adjusted, very responsive and accurate. His hair is reddish-brown; his complexion is florid; skin in grain is fine; hair is fine; eyes are grayish-blue and very expressive; the whole countenance is animated. People of this type are always intense—sometimes it is emotional intensity—always fully alive to what is going on and what can be done. His eyes are of a grayish-blue color, as we have said; and the gray shade of them, like the tint and coloring of the skin covering the frontal brain, makes one think of the coloring of the gray matter of the brain. These indications suggest the life of the man and the intensity of the mind.

¶ The story of Mr. Patterson's heredity is pregnant with racial meaning. There is Scotch-Irish blood in his veins from both sides of the parentage. He is essentially Scotch; but he is an American by breeding, training and environment, together with his dominating brain, life and temperament. He is tense and intense, alive in every fibre of body and every faculty of soul.

Mental Endowment Nothing of any real importance will escape his reason and analysis. He is a veritable mental cash register demanding a receipt; a perpetual suggester of ideas and ideals; a sifter of evidence and a collector of facts; a kind of half-way house between science and philosophy. His mind is a kind of green-house in which spring up multitudes of plans and organizations; it is a sort of nursery

wherein grow all manner of commercial children too numerous for him to care for until maturity and too diversified for his parental oversight. He is both creative and constructive. He adopts and adapts ideas and principles with vigor equal to his power to originate.

¶ In looking at Mr. Patterson's desk one will find perched over the ink-stand a model of Napoleon, the Little Giant, who tried to conquer the world. This is a symbol of Mr. Patterson's genius and ambition. He looks at the world like Napoleon did, with a desire to conquer, but not with the means that Napoleon used and not with that purpose in mind.

¶ He started the work he had in mind to achieve, and the world knows the result. The cash register has certainly written the history of this man's life.

Character Development and Reactions

Mr. Patterson is intensely personal in his emotional life; inwardly active rather than outwardly expressive. He feels in terms of reflective action rather than emotional expression. His heart is in his head rather than on his sleeve. Social feelings he has, common and domestic, rich and responsive, but they are directed by reason, and walled about by high and impenetrable psychic material, which in the fox we call cunning, and which in common business procedure we call tact and policy. This applies to his moral feelings and ethical sense as well as to his religious sentiments. He seldom expresses himself on his emotional side. He seldom exposes himself to the gaze of others. The great under current of his life is seldom seen in either ebb or

flow, but it is there, and goes on just the same. He is a business thinker and analyst of things that are going on. He is progressive and has a keen sense of personal responsibility.

Vocational Interest and Aptitudes

Mr. Patterson is *essentially a business man,* a manufacturer. He would be able to succeed just as well as a business man in the manufacturing and handling of dry goods as in the line of business mechanics. He could have become a manufacturing chemist, and in this line he would have dealt with the technical phases of that line of service which would have been out of the beaten track.

¶ His original mind, creative and constructive talent, business interests and instincts adapt him to most kinds of manufacturing and commercial lines of life.

General Summary

¶ Being of Scotch-Irish heredity, with the former clearly emphasized, Mr. Patterson is naturally persistent and prudent in his emotional nature. He is keen and comprehensive in his mental interest.

¶ The fact that he is of the blond type and slim build, finely grained in his organism, accounts for his active physical nature and intense mind.

¶ His brain formation, shown in the width of skull in front of the ears, accounts for his commercial talent.

This, co-operating with his well developed frontal brain, bespeaks his lively interest in advanced means and views of business life.

¶ His florid complexion, thin skin, fine and rather curly hair, and his gray-blue eyes, clearly indicate the intensity of his life. He is wide-awake from head to foot and fully alive in all directions.

Salesman's Directions for Approach and Handling

¶ The front door of this man is his intellect. You will have to sell his gray matter. "Sob stuff" will find little response from a man of this kind. You must approach a man of Mr. Patterson's personality in a clear-cut, business-like, non-emotional way. You must clearly, forcefully and earnestly state your proposition so as to appeal to his reason, his sense of commercial value and his alert mind.

¶ If your proposition has a universal appeal and you can set it down before his eyes and analyze it with sufficient clearness, you can sell him at the first interview. You must concentrate and condense in dealing with a man of his nature, for he is both conservative and speculative. He will take a risk but must have the evidence strongly put. You can't jolly, joke or jabber much with him; but you can interest him by real value, utility and action. He will decide instantly upon being convinced.

Psycho-Physical Analysis

of

John D. Rockefeller

Physical and Mental Traits John D. Rockefeller is perhaps the best known and least understood of any of America's great men, for the reason that he never fully discloses himself. *His life is hidden and deep.* His wonderful self-control, secretiveness and self-concealing power practically fence him off from everybody except his most intimate friends, or rather, business associates; for in the last analysis friendship with him is an unfixed quality. His life is like a closed book, leather bound, gold-clasped, to be used for private circulation alone and referred to for business purposes only. A man may escape his friends but not his own skull, his own face, his own walk, his own looks.

¶ John D. Rockefeller's height is five feet nine and one-half inches. He weighs about one hundred and fifty-eight pounds, but has probably weighed as much as two hundred pounds. He has a head measurement of more than twenty-three inches in circumference.

Special Type Mr. Rockefeller has the *light built, motor-mental type* of make-up. In many respects he is a fac-simile of his mother. He has a feminine type of muscular organism. This is indicated in the grain, the quality, the lightness and length of muscle and its flexibility and power of adjustment. His muscular response is as quick and as accurate as a cat. It is as

JOHN D. ROCKEFELLER

strong in many respects and as certain as that of a tiger. He wastes no energy in motion. Every movement is an efficiency movement. His face shows this. His mouth and eyes in particular indicate it.

¶ His voice is light, rather high pitched and not very strong. His speech is distinctly accurate, especially as to the use of his words. The manner of his speech is suave, business-like and penetrating. His mind is alert, wide-awake and keen in its analytic working although he is seventy-seven years of age.

Mental Endowment

There is no disputing the fact that Rockefeller is a man of superb genius—too big to be in business for himself. He should have been hired forty years ago by the United States government as a specialist in finance, and as an inventor of new commercial enterprises and methods. He has abounding genius in this direction.

¶ He is long-sighted, fore-sighted and has wonderful power of value analysis. He has the ability to measure situations. He instinctively sees worth in all movements and activities. He has a visual and auditory type of mind. He never lets go any impression coming through these channels. He must have a remarkable power to recall very remote and also very recently gathered data. His memory for names of people is unusual. He recalls faces of persons, their main characteristics, and the circumstances under which he met them, with phonographic accuracy. His ability to recall figures and to do quick and accurate arithmetic must prove a surprise to his friends.

Character Development and Reactions John D. Rockefeller *has a mixed personality* in which is compounded the conservation of a mature life with the optimism of a boy of fourteen. He is like the eagle that ascends to great heights and views all beneath. He is able to see and foresee big commercial values and at the same time recognize the minutest detail.

¶ He gathers facts with the accuracy and industry of Darwin, analyzes mind and human situations as well as George Eliot, thinks in harmony with the pragmatic values of Professor William James, and handles men with the power of retort and repartee of the Irishman, the smoothness and blandness of the French, the stubbornness and persistence of the Scotch, the cunning and cat-like concealment of the Japanese, the conservatism and aristocratic quality of the English, the religious interest, the enterprise and trading propensity of the Hebrew. Yet an American is John D. Rockefeller—the only man of the kind who ever lived.

The Face Note the face of this great man. It is distinctively an out-curved face. The middle zone is by far the longest and strongest, indicating as it does, self-control, self-care, self-direction.

General Summary

1. The long, strong, prominent chin is indicative of muscular tenacity, great heart power, love of life, and physical endurance.

2. The anti-social nature of this man—the fact that

he cares little for people—is shown by the thin tight lips and the general compression of all the features.

3. Thought and emotional control, self-concealment, tact, cunning and caution are shown in the way the eyes and mouth are closed, in the width of the skull above the tips of the ears and in the squareness of the head from a back view.

4. The length and largeness of the upper lip go with great power of concentration, mental control, the sense of self-value and persistence of will.

5. Defensiveness, quick response power, self-love and sense of leadership are shown in the build of the jaws, the light muscular frame, and the general angular appearance of the whole face.

6. The eyes are small, penetrating and cold in expression, showing the far-seeing, shrewd, microscopic type of observing power.

7. The whole development of the frontal brain and the specially pronounced development above and about the eyes, the middle and upper center, show remarkable scientific talent, judgment for details, keenness for analysis and insight into big problems.

8. Strong religious interests with less sense of ethical value, together with an awareness of spiritual things, are shown in the height of the head, in the upper central region.

9. The self-direction, motor control, ability to hold appetite and feelings in check—a sure sign of stability and

determination—are shown in the high crown of the head, prominent nose, and the pronounced molding of the upper lip at the center.

10. He is a wonderfully specialized commercial genius.

Salesman's Directions for Approach and Handling

¶ If you are to sell a man of John D. Rockefeller's type you had better first carefully study the above analysis, or make one for yourself if possible. In other words you must analyze your man or you will jeopardize your sale. You can't "happen" or "drop in" on a man of this type. You can't surprise him. You can't move him by tricks or by appealing to his feelings. His judgment is too metallic for that. You are on a cold blooded business. You are under the efficiency test. There must be no lost motion or emotion.

¶ Have everything ready; self, samples, talk and every phase of your proposed sale. As you are delivering your broadside of statistics, facts and profit values, do so deliberately with confidence and coolness of mind. Look the man in the eye, use your index finger, stand on your record and the responsibility of your firm. Hit hard from every point of view by evidence and argument; then leave your prospect to analyze your proposition, sift the evidence and come to his own conclusion. You cannot sell a man of this type unless he thinks he is getting good value for the money invested.

HARRY C. SPILLMAN

MANAGER SCHOOL DEPARTMENT REMINGTON TYPEWRITER CO.

Psycho-Physical Analysis

of

Harry C. Spillman, Manager, School Department, Remington Typewriter Co.

Physical and Mental Equipment Mr. Spillman is thirty-five years of age, five feet, ten inches in height; weighs one hundred seventy-five pounds; color of his hair is light brown; nationality of parents, Scotch-Irish; education, college, Normal School, and Business University with special studies in economics. The above data and other things considered show a very good equipment for physical life as well as mental action. There is good development of the three great groups of physical organs and plus values are shown in height and weight for the age. The brain is also above the average in size, with good development in the frontal and other regions, as can readily be seen by careful scrutiny of the picture above. This man has had a splendid mothering, inheriting as he does a fine constitution. Vitality and practical mentality are prominent in this man's make-up.

Special Type There is a good balance of power and a good *balance of temperament* indicated in Mr. Spillman's general make-up, with perhaps a predominance of the vital-mental temperaments. Mr. Spillman is built for managerial work, but managerial work that makes its appeal to human values. He wastes not, therefore, wants not. Every blow, either of brain or limb, has to tell, has to be an efficient action. Look at the self-possession shown in that face; see the appearance of self-control and self-mastery, achievements

that call for determination, effort and persistent discipline. This gentleman is achieving success by his self-direction and self-culture. The best lessons he has received are the mistakes he has made. He will learn more in the university of hard knocks than in the schools of culture. He is an experienced man—a man who makes experience tell. There can be no question about Mr. Spillman's leadership, dominance of spirit and power to compel attention, as well as to convince others.

¶ Special temperament does not count very much in Mr. Spillman's case. He is a positive personality with a well-organized physical make-up, organized for creating and supplying all the vitality he needs. Such men are many-sided. They have few excesses, few weaknesses, no "yellow streaks." They are the same today, yesterday, and tomorrow, excepting that they are growing in experience and value every day they live. Life is a laboratory to such men, in which they work out experiments in terms of experience, whose ultimate value is set forth in terms of achievement. He is a positive force, a strong character and a many-sided man.

Mental Endowment The brain in the front part of the head is well developed. The face is rather out-curved; the mouth is built strong; the eyes and mouth show expressional power.

¶ In public speech men of this type say what they want, say it clearly, convincingly, and then stop—they do not speak against time. They are not extemporaneous speakers in the sense of getting on their feet and letting the mouth say what it likes. They think things through and suit the word to the action and the action

to the word. They talk business. They speak for results. Their talk is a selling talk, whether it deals with finance or morals. Results are the object; profit is the peroration.

¶ A man like Mr. Spillman has a clear insight into human nature. He knows how to analyze and handle men. He has a remarkable memory for evidence; he reasons from the known to the unknown; he thinks and expresses himself for reactions. What a remarkable memory for places he has, for the localization of thoughts, plans, interests—the power to objectify by his imagination just where things belong.

¶ This talent enables men to manage and keep before their attention large affairs, as well as numbers of persons. They know men by their characteristics—where they will work best—and they can keep tab on people no matter where they are located. Then, too, Mr. Spillman has the ability to analyze propositions, not in a hair-splitting sense, but to get the drift, the general outline, the practical bearings, and to open up problems and projects in a somewhat detailed and practical way. He is not of the high brow type; but he will carry the attitude of a cultivated man in his business dealings and public speaking. He has the creative ability of a leader and the executive ability to get others to carry out his ideas. He has ability to make original plans and propositions.

Character Development and Reactions

Wholesomeness, soundness, dependableness, good cheer and brotherliness are dominant characteristics of Mr. Spillman's personality. He is full of work force as well as mental and physical energy. There

is a reservedness, a feeling of strength in his make-up which must have weight with those he associates with. There is nothing small or trivial about his manner or spirit in his dealings with men. He is far-sighted and therefore will be courteous in his treatment of others. He has a keen sense of humor without being a humorist. He enjoys a good story without being clownish. He is not noted for any fun-making propensity. He will tell a story for its business value and social worth, rather than for being merely humorous. His head is long behind the ears, which shows that he is strongly domestic and thoroughly human. It will not be difficult for him to make people accept him as their best friend. He is an economist without being a money grubber; a prudent man without being scary; a student without being a bookworm; and a business man of the modern type without being super-commercial.

¶ Availability, geniality and reliability spell the main qualities of this man's character.

Vocational Interests Mr. Spillman is essentially a business man, a dealer in things and men, a trader with enterprise. Modern spirit as well as uplift strongly mark his personality. Men of this type of organization and grade of talent naturally find their place at the top. They are leaders, rather than followers; they see openings and step into them; they recognize responsibility and carry it with grace and service. Mr. Spillman would have made a success as the president of a college of agriculture or commerce, just as well as he will succeed in the business world. Enterprise and efficiency will mark his progress and his domination in the

commercial world. This man knows a mass of data—of business psychology—and is building a reputation and business that is above criticism and that will endure.

General Summary

¶ In bulk, as well as in quality of organism, the physical equipment of Mr. Spillman is shown to be high grade. The hair and the skin are fine. The face is well molded, the features being regular and sharply defined.

¶ The prominent middle section of the face, from the eyes to the mouth, has the outcurved appearance. This, with the high crowned head which is long from ear backward, clearly shows his sense of self-value, ambition, and will-power, all of which are important factors in leadership and positive personality.

¶ The frontal brain is well developed at the base and upper center which is the common formation for men given to quick observation, keen analysis and insight into problems. It is the scientific cast of intellect. But his vital-mental type of body will incline him to the human and executive side in his science and business interests. While Mr. Spillman may not be so much of a detail and method man in business arrangements and dealings, as he is an inspirationalist and executive, he will be characterized by thoroughness and efficient action.

¶ From the top section of the ear backward a considerable distance is shown the rear outline of the head. This is the domestic or "heart" section of the human skull and brain. This means that Mr. Spillman will be

cool and clear headed on the intellectual side, but tender and warm-hearted in his emotional nature. The narrow rounded projecting chin and clear head, together with the fact that the back head is as strongly developed at the base as it is at the sides and upper rounding, indicates select but sincere friendly feelings.

¶ The way the mouth closes shows good emotional control. The sharp and practically straight nose shows discriminating taste, analysis aptitudes and a natural tendency toward things that refine and ennoble.

Salesman's Directions for Approach and Handling

¶ Now, Mr. Salesman, you are dealing with an able man when you get in the presence of a person thirty-five years of age who stands five feet, ten inches and weighs one hundred seventy-five pounds, with Scotch-Irish blood in his veins and who has an education similar to that of Mr. Spillman. If you remember that Salesmanship is generalship, a battle of brains, you will prepare for your conflict in every possible way and you will assume the attitude of humility and service, no matter how confident you are by nature. You cannot patronize such men as Mr. Spillman, but he will listen to your evidence. You must deliver the goods both in your personality, your manner of approach, the samples you use, and the house you represent. If you do this in a brief, cool-headed, deliberate manner you will sell a man of this type, but not until he is thoroughly convinced.

HUGH CHALMERS
PRESIDENT CHALMERS MOTOR CO.

Psycho-Physical Analysis
of
Hugh Chalmers, President, Chalmers Motor Co.

Special Type Mr. Chalmers has a fine development of the *motor or motive temperament.* The whole organization, as shown in the hands, build of face, head and body, reveal a compactness and quality of organization which mark a man above the average in physical equipment, and one whose physical condition indicates health and endurance. The head is of the round form; the face conforms to the same order, and yet there is a ruggedness and angularity about the features which show a motor type strongly marked. The cheek bones are well developed; the head is broad across in the region of the ears; the nose is pronounced; the chin is strong; the mouth is that of a man of character and determination; the hair is dark; the eyes are dark gray; and the color of the skin indicates health.

¶ A man of this make-up is a worker and usually gets other people to work. He is on the job all the time and gets through a large amount of work without appearing to do much. Men of this type do not chafe or fritter away time; they make little fuss and little noise, but they do things.

¶ Mr. Chalmers would seem to have a Scotch ancestry by the conformation of his skull and the build of his body. He certainly has the spirit that hangs onto a task until it is finished—the will to work at a problem or situation until he has mastered it and achieved success. He will be irritated and upset more by people who potter and fume instead of plugging away and working than

he cares to express. In fact he is likely to drop such people from his force and workshop very quickly. He shows a determination to work. He is a genius in finding out qualities in men. He will be patient in bringing out the working force latent in individuals. He has evidently known the value of personal struggle and can sympathize with those who are really determined to make good, but he is too serious and too economical to waste time or money on mere pretenders or shirkers.

Mental Endowment The wide, expansive forehead, rather wide than high, with its ample development above and about the eyes, shows a man of natural mechanical genius and organizing ability. He may not be a practical mechanic, but *he does things and knows mechanical values.* He would moreover know the structure of any kind of organization, and that without being a business philosopher or a dreamer of dreams. He has the gift of insight, a keen sense of business values, a wonderful power of mental arithmetic, and the unusual endowment sometimes called common sense. That is to say he sees things in their true relations, analyzes situations readily, traces causes to their effects without much difficulty and comes to a working basis without much mental effort. He is a wise man without being a philosopher and his wisdom is plainly in the direction of business values.

¶ Mr. Chalmers is a student in the line of his special interests. He knows his job and is posted on the game he plays, is well versed in current matters in the line of his occupation, and from data so derived he can foresee and arrange for growth and development on commercial lines with unusual accuracy and profit.

¶ Business is business with him. He thinks in terms of business. Whatsoever he doeth must bring something to pass in the line of his life's work.

¶ His power of concentration is exceptional. He has the talent of Mr. Edison in the line of mental focus, continuity and concentration. The trouble with him will be just how to shake off his business responsibility and mechanical interests. It will be necessary for him to lighten these or possibly suffer from physical breakdown, for his mind is more active and dominant than his power to create vitality is efficient. It is only because of his tenacity and his determined spirit that he is enabled to get through so much work as he accomplishes, not because he has an over-supply of physical power.

Character Development and Reactions

Mr. Chalmers is a *busy man*—busy in thinking, in feeling, in doing. His life simply goes on. He is not attempting to make character, only he will achieve character. He is ambitious without being vain; self-confident without being conceited; sterling in his sense of honesty without setting up ethical standards for others.

¶ For a man of his practical mind and business ability he shows an unusual amount of faith in the things unseen; not that he is super-religious, but because he inherits a sense of reverence and an interest in the unseen. Mr. Chalmers is endowed with an unusual amount of tact and diplomacy. He is a good listener and also a splendid speaker. His advice is worth something. He thinks twice or three times before he speaks once. He is shrewd and farseeing; diplomatic without using the Irish blarney; cautious without being cunning, and

is built to conceal his thoughts and feelings without being evasive. He is a man with a principle and a policy, and that without being a strategist or an evader of responsibility. Look at those wide, inflated nostrils! Notice the line of the head from the top of the ear to the crown. All the self-guarding instincts which develop in this region of the brain mass are shown in the expression of the face. Notice also the expression of the eye and the form of the mouth. These seem to say, "You can't pass me unless you have a good, sensible proposition. I am reserved and ready for anything of real value, but you cannot sidetrack me from the thing I have in hand."

Vocational Interests The mechanical and the commercial are strongly represented in this man's talents. He is a manufacturer, a builder, a dealer. He can build anything or sell anything he sets his hand to. Unlike most men who are interested in mechanism, he knows how to commercialize his ideas. The danger is that individuals of Mr. Chalmers' type will overwork from exercising too much concentration, too much application, and become too absorbed in one thing. He is too intense and too determined to ever become fat. He needs to study and practice the gospel of relaxation with the benediction of play.

General Summary

Mr. Chalmers' head, it will be noted, is wide from ear to ear, and is wide across from the tips of the ears right up to the crown. This is a sign of a combination of

caution, discretion, awareness of what is taking place, and about to take place; of shrewdness, sagacity, tact and prudence. This is certainly akin to the Scotch inheritance.

¶ The upper central part of the forehead, especially just below the hairline, is rounded out unusually. This is a sign of his ability to read and handle men, analyze problems and people and, with his sense of caution, shows great insight into motives and the trend of problems. This development indicates his interest in human actions and human nature.

¶ His forehead is wide across and long from the ear forward, but it is relatively low. The width and rounded development of the sides of the forehead connected with the motor type of temperament indicate his intense interest in mechanics, in business organizations, and in the progressive movements of life. He is gifted for business analysis and business planning and business judgment.

¶ The expression of the eye with its partly closed appearance, together with its form and general setting, indicates sagacity, shrewdness, keen observation, ability for details, and the disposition to watch and weigh motives as patiently and thoroughly as a cat watches a mouse.

¶ The straight form and the broad base type of nose with its somewhat descending tip shows its possessor to be a good judge of the practical side of art values, to have good breathing power, and to enjoy investigating

and analyzing work applied both to the study of man and business.

¶ The flexible lips of his somewhat prominent mouth show expressional power and warmth of feeling. He will *speak with feeling and with force,* but his addresses will be deliberate, clear-cut, cautious, as well as comprehensive.

¶ The prominent, round chin with its dimple and general build expresses qualities of a fine domestic nature. It means that he has a gift for home life, ability to appreciate child life and things domestic.

¶ The motor basis to his solid well built frame signifies positive power, dependableness, strength of body and mind, and ability to move, lead and control men.

Salesman's Directions for Approach and Handling

¶ Mr. Salesman, here is your motor man. Give him the evidence and he will decide one way or the other. The motor type is the *action type* and he is likely to decide one way or the other as soon as he has studied and understands the evidence. Don't joke with him; be desperately sincere and in earnest. Exercise all your diplomacy. You will have to put it under his nose before you put it into his head. You cannot sell a man like Chalmers unless you are a big man yourself and are thoroughly equipped when you meet him. Little men can handle little men but it takes big men to handle big men.

WILLIAM HALE THOMPSON

Psycho-Physical Analysis

of

William Hale Thompson

Physical Equipment William Hale Thompson, Mayor of Chicago, in physique is a *plus man.* He is six feet tall and weighs two hundred and forty pounds. He is sound in wind and limb. Vigor, stability, soundness, bulk and power are apparent in his make-up. His temperament is the *vital-motive-mental.*

¶ Men of this type and proportion leave a distinct impression as they mingle with the crowds in life. They are positive forces, born to mold and lead. They are *way makers,* pioneers in thought and action. Mayor Thompson's personality shows the stamp of broad experience and training. There is healthiness, exuberance and strength, mellowed with refinement which makes him at once attractive and commanding. He has felt the throb of big life and has experienced the stimulus of the vast perspective. His mind has been broadened and given a larger and firmer grip by contact with the world of nature.

Special Type The build of the head and body is of the square, long construction. The fact that he is six feet tall indicates the type and tendency of organism for strength and action. The hair is dark, eyes are dark brown, skin dark and florid in tint and color. Such men feel deeply.

¶ The face conforms to the broad, square type. The upper zone from the eyes to the hair line shows a broad,

expanding forehead. Taking the distance from the opening of the ears to the root of the nose for the length, and the distance from temple to temple for the width, it will be seen at once that the front massing of brain is after the long and broad type. Men of this development are practical men, men of broad judgment, men of constructive qualities. They are builders and producers; they are constructive and practical; not the high brow or the low brow, but the open brow with the mental attitude of progress, unfoldment and construction as the main elements.

¶ From the eyes to the base of the nose, showing the middle zone of the face, is the area corresponding to the middle zone of the brain and is the section which shows the vigor and strength of the man's physical life and personal elements. The well built and rather long type of nose, the high cheek bones, the width across the face from ear to ear all indicate force of character, reserve power, vital and motor energy, work force, powers to be counted with for responsibility or for conflict. This section of the face is a composite of that of William E. Gladstone and Abraham Lincoln. All way-makers, men who do big things, men who have endurance, men who get on the front line of life, whether in physical, mental or moral regions, have the broad face in the upper section of this middle zone.

¶ Coming into the lower zone which includes the mouth, chin and jaw we have a fine mold and expression. Here are the marks of a splendid ancestry. Indomitable will and a pioneering spirit are indicated,

Mental Endowment Men of this composition cannot be small, cannot deal in trivialities, cannot give themselves to microscopic affairs. They are more given to ideas and ideals, to big projects, to life in the mass. Large things appeal to them and make them think. They resolve to do things and the challenge of big undertakings arouses ambition and a determination to succeed.

¶ There is enough of the sense of detail to give oversight and supervision; enough power of analysis to master the details of policy, plan or procedure. But this man has the executive type of mind. He is the directive and inspiring type who can organize life and work out the details through others rather than attend to the smaller things himself. He is a man of possibilities and sees things in their future values. He has a constructive imagination combined with practical judgment and good reason.

¶ Look at the length of the brain mass in front of the ear. Notice the ample forehead. See the solid and compact appearance of the frontal brain. All these are signs of a thinking man—a hard headed philosopher.

¶ Men of this type show what is usually called *good common sense*. While they are not high brows, they are good reasoners and seldom are outdone in a practical discussion.

¶ This gentleman is far above the average in mentality. He is able to examine evidence, see the trend of an argument, and he knows readily if the matter under

discussion is a bluff or a bargain, a real proposition or a mere pretense. In other words, he is wide awake mentally, has a good grip on the things going on about him, and knows what he knows with confidence and hard sense.

Character Development and Reactions

Men starting life with the biological background of Mr. Thompson have a splendid chance to live. Difficulties do not keep men of this type down, but they spur them to act. You cannot make them conform to the ordinary canons and standards of business life. They have so much initiative and independence, so much throbbing, quenchless energy, that they easily develop new plans of their own. They make true the idea that self-made men are the best-made men. Self activity to them is the only method of education and self-development is the method of making strong individuals. All *plus-men*—plus of brain plus of body—with a fine heritage like this man must have had, easily become leaders and constructive forces. The eyes show splendid feeling. They can melt with pity or flash with zeal. They are very expressive and attractive. The mouth is not the mouth of an orator; it is the mouth of conference, of friendship, and of kindly expression. There are a good many of the domestic, the boyish, the child loving indications in the chin.

¶ Conscience is a strong point of emphasis in this man's life and make-up. He may be religious through conscience and reason, but his religion is ethical and human, with emphasis placed on modern adaptation to social means. It is not so much a religion of ceremony

or creed as it is a religion of practice. He will see the higher virtues not in the professions of men but in their devotion to civic duty and personal life.

Vocational Interests and Aptitudes

While he is a business man with good business judgment, an economist and a man of prudential qualities, there is still a strong element of the altruist and the seer in his purposeful and constructive thinking. He is not, however, so much a trader as a builder; not so much a schemer as a seer of developing and unfolding values. He is an opportunist rather than a strategist; a leader and inspirer of others rather than one to depend upon mere officialism and machine management. He is a free soul, independent to the core. He has both fight and mercy in his blood; iron and honey in his heart; strength and tenderness in his soul. He will fight a square fight and fight to the last ditch. He will win without vanity or lose without a grudge. He is big enough to stand the victory and not small enough to be chagrined by defeat.

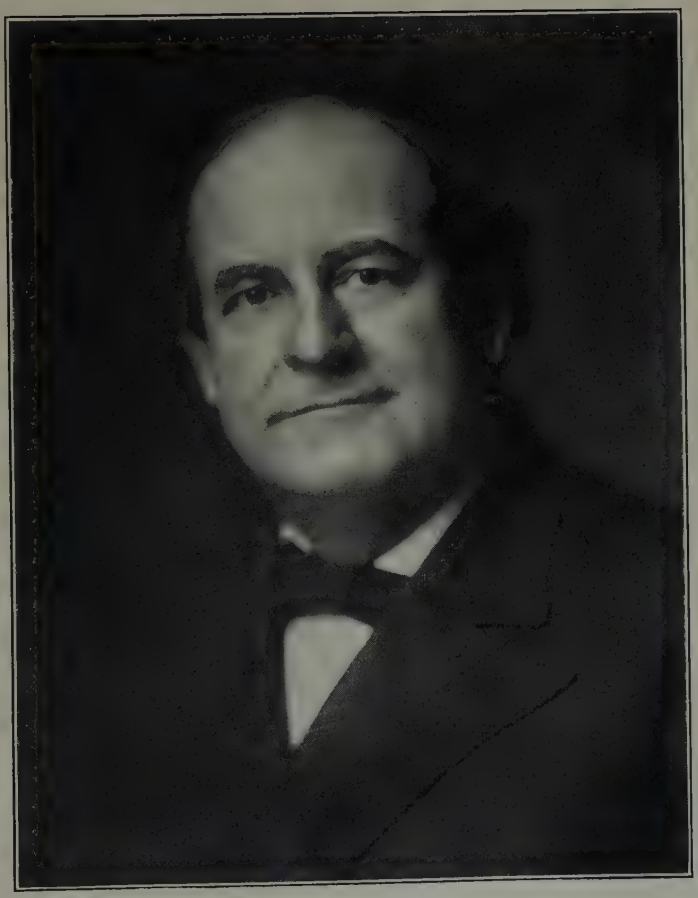
Psycho-Physical Analysis

of

Hon. William Jennings Bryan

Physical Equipment Mr. Bryan is a splendid animal with the emphasis on the human side. He is not an animal in the vulgar sense of the word. He is such a national character that he is well known. He is five feet ten inches in height and weighs over two hundred pounds. His hair is naturally dark brown; the eyes are of hazel tint. He has all the indications of a healthy, vigorously built man. The head is unusually large, well developed in the upper zone, in the front and back; but it is narrow for its height and length. There are elements of well-being and wholesomeness visible in his entire physical make-up. He is hearty, normal and vigorous in his physical constitution, with more than the usual ability to work.

Special Type Mr. Bryan falls into the category of the *Mental-Motive-Vital type*. In fact he is a splendid illustration of the balanced type. He has a strong masculine cast of physical and mental organism; yet he is thoroughly endowed with the motherly qualities of heart. Look at that face. Notice the signs of kindliness, good nature, solicitude and unselfishness. This is not the commercial type of head, for that is invariably broader and wider in front of the ears than is that of Mr. Bryan. It is more like the head of the preacher than that of the trader; more evangelistic than commercial; more that of the altruist than of the financier. The photograph does not show the back view where the head is amply developed, but the lower zone of the face, which



HON. WILLIAM JENNINGS BRYAN

includes the mouth and the chin, shows a strong attachment to the fireside, to the social circle, to the family and to the human family at large.

¶ Mr. Bryan has a democratic heart with more than political implications. His politics are the vestibule to his philanthropy; he is nearer to the Mount of Olives than to Cæsar's palace; he is nearer to the cross of Calvary than to the gates of Wall Street.

Mental Endowment The long, narrow head, the large eyes set wide apart in those ample orbit plates, the large, wide, forcible mouth, bespeak *expressional talent.* Narrow-headed people are always expressive and when a mouth is like a long slit across the face, with two long wrinkles from the wings of the nose to the ends of the mouth, you have a sure sign of talking talent, verbal memory and communicating power. Mr. Bryan speaks and thinks under strong emotional stress. He will appear to be cool and deliberate but his emotions are vigorously at work, propelling his thoughts, so that his words are freighted with dynamic power. He is not humorous, though he may be keenly facetious. He is not witty, though he may show signs of jolliness and fun. He may indeed seem to have a rollicking and racy spirit in his oratory but he is a serious-minded man —serious in feelings, in thinking, in talking and in doing. Mr. Bryan's convictions have often been in advance of his political judgment. He has a vivid imagination, a splendid memory for faces and persons, a keen sense of human analysis, a remarkable gift for creative leadership and a splendid insight into human nature. He has a broad human sympathy. He is more methodical in

his thinking than in his personal and his business matters. He can systematize his ideas better than he can card index his material things.

Character Development and Reactions

Mr. Byran is a pioneer in thought and feeling and is unquestionably ahead of his age in visions splendid for human welfare and unfoldment. He is a seer with many of the elements of the Hebrew prophets of old. There is no question about his personal sincerity. He may be able to play politics as a strategist, with democracy as the urge in his soul, but not as a politician who plays politics for personal interests and the usual spoils. He is certainly able to exercise caution and a degree of concealment regarding his plans; but he cannot hold himself long in check when he feels the interests of the common weal are involved. He must preach the word. He has the same "woe" upon his lips as the great apostle of the Gentiles had when he said, "Woe unto me if I preach not the Gospel."

¶ Mr. Bryan doubtless has a great many acquaintances, but not very many personal friends. Friendship with him is a sacred matter. Like many other leaders, he feels the urge of destiny, compelling him to take his own stand, "say his own say," and bear his own responsibility. He may be conferred with, advised with, yet in the final action it is Bryan who speaks and Bryan who acts.

¶ He has pre-eminently a *fighter's jaw and nose.* He will fight, not for blood, but for welfare; not for destruction, but for what he believes to be construction; not for

victory alone, but for principle. It is his heart that fights and not his fist; it is his spirit that goes to war, not his flesh. His conquest is from the skies and not from the plain of human slaughter.

Vocational Interests Mr. Bryan is a publicist—a John the Baptist to the human race. He is the people's tribune with the fervor and moral sense of an evangelist. He is a preacher whose Bible is history and experience, whose pulpit is the world, and whose congregation is every child of man. The Chautauqua furnishes a better audience than the political rostrum or even the pulpit, for the pulpit has not grown to the girth of his large soul and his constructive, practical spirit. He is the American reincarnation of the old prophet, Isaiah.

General Summary

¶ His narrow formed head in front of the ears and its unusual height at the upper frontal region go with his non-commercial and altruistic character. His full side head behind and above the ears tell of his prudence, tactfulness and self-protective values.

¶ His large, full eyes, and his prominent base and center forehead are the key to his talent for language, literature and, with his temperamental build, for oratory.

¶ His large back head, strong chin and ample neck are indicative of his crowd instinct, home love, patriotism, humanness and will power.

Salesman's Directions for Approach and Handling

¶ Mr. Salesman, if you sell William Jennings Bryan you must not speak too much of profit or gain. You must speak of good and of greatness. You must appeal to his sense of personal values and his strong democratic heart. You had better let your samples do the talking. Let your personal character place the emphasis and let your business connections have the main weight in your appeal. Remember he is of the mental-motive-vital, or the well balanced type.

MISS JANE ADDAMS

Psycho-Physical Analysis
of
Miss Jane Addams

General Equipment and Conditions

Miss Jane Addams' eyes are blue. She is above the average in height and weight. Her parentage is American. She has a college education and has gained experience through extended travel. Her color is medium.

¶ The observer's first impression is that she possesses reserved power and personal strength. The eyes and mouth show this. It is everywhere made evident through the body and the mind. Its measure cannot be estimated. This plus power, a sign of dominant personality, is a force to be accounted for by a close study of the quality of the organism, after the size and distribution of brain mass, as well as the physical inheritance have been considered.

¶ She is not of masculine build but she inherits the strength of masculine values, which are shown in terms of physical endurance, fine muscle response, a good bony frame, and strength. All of these qualities are refined by her feminine nature.

¶ She is equipped both physically and mentally so as to impress others with her masterfulness and her natural leadership. Her quality and size are refined by experience, education and active service.

Special Type

Miss Addams is of the Mental-Motor type with indications of the Vital. The vital has been taken on during the last several years. A large active brain like hers usually goes with a less ample body.

¶ Her mental temperament is shown in the large head and the long square face. The motor is shown in the square shoulders, the ample body and the muscular frame. The large brain, amply developed in front of the ears, the fine skin, clear, bright eyes, long, rather pointed nose, and the fine molding of the face show that the mental temperament predominates. She has her dream life, but her thoughts are guided by reason and experience. She is far above the average in mental grip and comprehensiveness. She is a thinking woman with a man's type of thinking brain.

The Frontal Brain Miss Addams has a striking type of frontal brain development. Her forehead represents a high type of mental evolution. The three dimensional measurements — height, length and width—are well defined. The height is seen from the root of the nose to the hair line. The length is seen from the opening of the ear forward. The third dimensional measurement is across the forehead, showing its width. It will be seen at once that the frontal section of the head is high, wide and long. The height indicates breadth of mental grip, and the length indicates comprehensiveness of mind.

¶ The most significant development of the forehead is the upper and central section. This almost makes possible a straight line from the chin to the hair line of the head. This is the inlooking and outlooking type of brain and mental development. It gives its possessor the *here and now interests,* mental adaptability and versatility, quick insight into difficult mental problems, a keen survey of unusual mental situations and power to

utilize suggestions from events and activities. People with this development of brain-mass sense quickly what to do now. They are students of social conditions and are interested in the problems of present day human beings. They get at the motives in men. They meet the changing sanctions in religion and society without consternation. They are naturally pragmatic in their philosophy of conduct and life. They base their perspective and program on the lessons of history, the proven results of experience, and they leave the prophets of future promise to their mystery and faith. They are doers of the word rather than hearers only.

Eyes and Nose The blue eyes bespeak moral rather than sentimental passion for the good, the right and the true. They express much of the inward struggle. They are set in a large orbit plate. They are above the average in size, and are round, rather full, and are set wide apart. They see distance, volume, mass, rather than particulars. They are expressive of comprehensive vision, of physical, social and mental values. The nose is long, almost straight. At the base it stands out well from the face. It designates tendencies to investigation, analysis, foresight and leadership.

Mouth The mouth is strong but its expression is not positive. The upper lip is long and indicates concentration. The cleft of the mouth is finely molded. Its whole structure shows controlled social and domestic feeling. It is the mouth of counsel, loyalty and comradeship. Like the entire face its shows seriousness without somberness.

The Chin The chin is round and prominent, and is the end of the long, strong jaw. This formation of the chin indicates constancy, strong desire for social appreciation, and deep interest in human love.

¶ The jaw and chin, the upper lip, the nose and the low placed, well developed ear signify action, persistence and perseverance. It is the jaw of the defender rather than the aggressor.

Vocational Interests Leadership, supervision and directing power are strongly marked qualities in Miss Addams' personality. The fact that the brain is massed high from the ear upward indicates moral and religious, rather than commercial, interest. Her brunette color and her seriousness show a natural inclination toward uplift work and human betterment. The strong motor elements in her constitution, the long, straight face and the rather narrow head in front of the ears show her interest in action rather than sentiment, in service rather than philosophy, in good works rather than speculation.

Salesman's Direction for Handling

¶ The student will do well to read over this analysis of Miss Addams at least twice and then answer the following questions in writing for his own practice.

1. Wherein lies the great strength of Miss Addams as shown in body, face and head?

2. Which features of the face are most expressive of social qualities?

3. What is the significance of a mouth like hers as compared with that of Mr. Bryan?

4. What type of frontal brain development does the photograph of Miss Addams show—masculine or feminine? Explain why.

5. What type of face, so far as the form is concerned, does Miss Addams' most nearly approach—outcurved, plain or incurved?

6. What section of Miss Addams' brain contains her strongest motives—front, back or sides?

7. How would you get her attention and interest?

Analysis of David Lloyd George

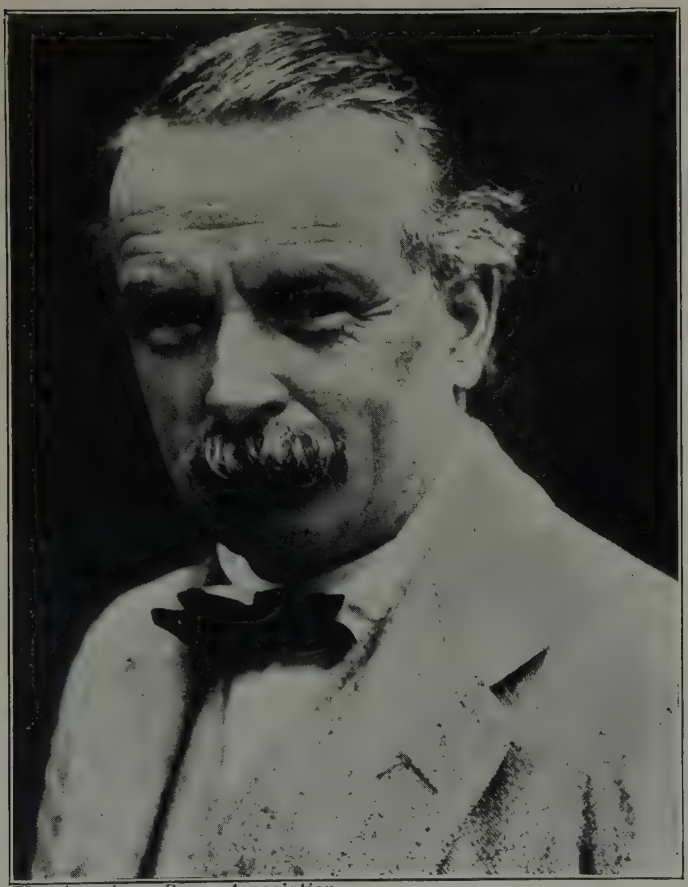
Prime Minister of England

General Equipment Lloyd George has the Mental-Motive temperament. He is large of brain and small of body. We might call him a man with a three-story brain. Such a man must always take good care of his health, as he is stronger of mind than he is of body. His great mental energy burns up vital force faster than his body can create it.

Head and Forehead His broad forehead and thick head—through from ear to ear—indicate constructive, inventive and imaginative ability. His broad forehead also indicates a sense of humor. The bulging central portion of the forehead across denotes great reasoning and imitative qualities. His high forehead with its high dome indicates idealism and reverence.

¶ When we study that broad, high, bulging forehead we immediately realize that he is a man of great reasoning power—great constructive and mental ability—coupled with high ideals. He would undoubtedly have made a great Captain of Industry, had he cared to enter business and use his constructive and managerial talents in that way. As Minister of Munitions he showed remarkable executive and managerial ability. This is particularly noticeable when we note that he was trained as a lawyer and political leader rather than as an executive.

Idealism But Lloyd George's dominating motive is the ideal and not the dollar. He is interested in human rights rather than great wealth. After all, an



The American Press Association

DAVID LLOYD GEORGE
PRIME MINISTER OF ENGLAND

analysis never tells the whole story unless it finds the dominating motive in a man's life.

¶ Lloyd George has a big heart. His high forehead shows that he is an idealist by inheritance. His early home training indicates that he is also an idealist by environment. His father was a teacher. His home training was of the best. His mother filled his early life with the highest type of religious instruction. He grew up in an atmosphere of love for God and service to humanity. This training undoubtedly made him a democrat at heart and a hater of special privilege.

¶ With a high ideal as the motive he sought power in order that he might serve humanity. Like Lincoln, he got back of a principle, and fought so hard for it that the logic of events carried him into the most commanding position in English political life. For years prior to the war he fought and won political battle after battle in order to carry out his ideals. His ideals made him a hater of war, but when the war came he was, by intellect and training, the best equipped man in England as an orator, as a leader and inspirer of men, and as an executive.

Eyes and Ears Look at those kindly, smiling, humanity-loving eyes. The fact that they are bulging indicates speaking ability and an effective choice of words and language. These human, appealing eyes help to make him the most magnetic orator and leader of men in England. Lloyd George has large, generous ears. The upper part shows intellect and executive ability. The lower part with its long lobe is an indication that he belongs to a long-lived family.

Nose The nose is straight and strong. It is wide at the bottom, which indicates his ability to breathe easily and to get all the oxygen he needs. That designates physical strength. When the bony part of the nose is broad it is an indication of virility rather than vitality. Vital energy is shown in the fleshy part of the nose near the bottom. Taken by itself the breadth of nose is an indication of physical strength. But on the other hand, his large and active brain with his small body is an indication of preponderating mental superiority.

Lower Face The cheeks indicate good digestion and good health. The jaws are strong and designate bull dog fighting qualities. The chin is short, clean cut and strong. It is both a fighting and a quick action chin. Lloyd George has the head of a great thinker, but the chin of a man who loves action, and who loves nothing better than to get into the thick of the fight in behalf of his convictions. He is not the type of man who loves to fight for the sake of fighting. He abhors war and will fight only to bring about peace and what he believes to be better conditions.

Thought and Action Lloyd George's high straight forehead indicates that he reasons things out carefully before taking action. It indicates that judgment always rules his actions and that he will, therefore, never be likely to take hasty action. On the other hand, his short chin has made him a man of action as well as a man of thought. His mistakes, therefore, are likely to be mistakes of the chin rather than of the head. His chin says, "do it now," while his forehead says, "better think this over." Sometimes the chin

gets the better of the forehead—action is taken without all the evidence and due deliberation. But his mistakes are never intentional. They are mistakes of over-hasty action.

To Sell a Man of This Type

¶ In the first place be human, be fair, be honest. The bluffer would have no chance here. Do not go into details overmuch. This type of man will get an idea very quickly. His mind works with great rapidity. Give him the high points and enough details to make your demonstration clear. Your evidence will satisfy his reasoning faculties and your persuasion will appeal to his heart. While this man is an idealist, do not think you can sell him unless you satisfy his judgment which is keen and critical.

¶ Here is a man with the heart of a Lincoln but the intellect of a Napoleon. He will decide and decide quickly as soon as the evidence is all in. Talk to him clearly and enthusiastically. You will get along better by avoiding nervousness and the attempt to force a decision. Never use pressure in trying to close with such a man. Appeal rather to his reasonableness.

Psycho-Physical Analysis

of

Major General George Goethals

General Equipment Major General Goethals is fifty-eight years old. He weighs about one hundred and eighty-five pounds. He is above the average in height. By descent he is a Hollander. There is every evidence of health and vigor. The movements of his body are deliberate. He walks with sure, vigorous but not rapid strides. His arms are not used much in gesture when speaking in public or when giving orders to his men. The skin and hair are of medium texture indicating that he is a man of vigorous brain force.

Temperament From a survey of his physical equipment we discover that Goethals is a splendid example of the Motor-Mental temperament. The bones, muscles and their connections are the outstanding characteristics in his structure. His body is well-proportioned. The length of the trunk is in proportion to the length of the limbs, which indicates steadiness of action and intensity. His wonderful motor build indicates substantial and well directed action and power of endurance. He is somewhat phlegmatic. The mental side of his make-up is shown in the full development at the top of the head. His measurement from the center of the ears over the top of the head is large. This mental temperament is likewise shown in the long construction of the head from the corner of his eye back to the center of the ear.

International Film Service

MAJOR-GENERAL GEORGE GOETHALS

Head and Brain The contour of the head is square. It is wide and full at the center from ear to ear. This, together with his masculine build and his commanding personality, indicates that he has executive ability.

¶ That he is a *keen analyst* is shown in the strong development of the preceptives at the eyebrows and in the high, broad, slanting forehead. This is indicated also in the splendid development of the central section of the forehead across, his small, detail eyes and his peculiarly blunted nose. The nose is slightly incurved and may be taken to mean that his great work is done without personal ambition or glory as the motive. The slanting forehead denotes quickness of thought. He answers questions no matter how difficult with lightning rapidity.

¶ Another feature shown in the build of Goethal's head is his *idealism.* This is one of his strong characteristics. It is indicated in the height of his head at the crown, together with his delicate, tapering, mental hands, the open, frank countenance, the sympathetic voice, and straightforward expression of face and carriage of body. The large development at the back of the head indicates strong family and social instincts.

Combined Elements The head and brain mass, we have seen, point out the fact that he combines analysis with ideals and executive ability. His unprecedented work as an engineer required scientific analysis. He ingenuously used figures, machinery and calculating instruments, each of which required an analytical mind. He needed a proper sense of proportion,

a philosophy as big as the Panama Canal itself, ideals as broad as the work in hand. But his ideals had to be brought into execution by well calculated methods which only a man of his motor-mental temperament could accomplish. Goethals, then, is an *analytical idealist*—a practical idealist.

Executive Ability Still more wonderful does he become when we consider in addition to these qualities that he is an extraordinary executive. He is a good *executive of himself* first. This is indicated in his calmness of attitude and expression, his long, broad chin, his almost perfect nervous control and his poise. These qualities indicate his unusual ability to lead and control others—the masses. He is an organizer of men and of work. Perseverance, one of his greatest virtues as an executive, is also shown in the shape of his chin, his deliberation and his determination.

Sympathy His sympathy for humanity is shown in his broad lower face—the fullness of the lower cheeks, as well as in the head as above described. His genial manner, the mirthfulness playing about the mouth, his pleasant, cordial smile and his gentle manner have their influence with the men he employs to carry out his stupendous plans.

Handling Men His success in the Canal Zone was primarily due to the fact that he knew how to handle men. He exerted his executive powers not by force but by *placing responsibility* and telling his employees to meet their responsibility. When they proved incapable of meeting responsibility, their

services were shifted or dispensed with. The human element, therefore, was the side of the business which he emphasized most strongly. This is in keeping with his ideals.

¶ His correct selection of assistants and foremen was due to his executive ability and his understanding of human nature. Their brains and abilities were carefully analyzed and then put into such use as to effectively contribute to the success of the greatest engineering task of all time.

¶ His own words are conclusive, "In all our problems it is the handling of the human element that results in success or failure."

Three Wonderful Essentials Combined

In the last analysis Colonel Goethals is a *practical idealist of the executive type.* He is a magnificent human machine and all his parts coördinate in serving his ends. His ability to coördinate the machine and the man is the secret of his successes. Coöperation of mind and body is almost perfect in him. His nature demands coöperation of the men on the job in hand. He gets this, not by bluster or loud talk, but by calm demand.

¶ His work in the world will be a lasting monument to his unique genius. The building of the Panama Canal is a product of the man's mind and body. He is equally capable of the task of building the great merchant fleet required by the government of the United States. He could beyond question of doubt become a social organizer but the ideal around which he would center humanity would be practical. He believes in the manager

form of city government because it serves the practical ends of the community—it makes for efficiency and economy. It affords a pragmatic way of handling public affairs.

Salesman's Direction for Approach and Handling

¶ The salesman who wishes to sell a man of this type must be natural. Artificial or superficial attitudes will disgust him. He may not show it outwardly, although he has a keen sense of humor and appreciates a joke—real or human.

¶ Be sincere and original. A set speech is not so important. Let your selling talk be the natural outflow of sincere conviction.

¶ Do not waste time; for a man of this type is a quick thinker and primarily a man of action.

¶ Do not elaborate or go into great detail. He is strongly analytical, can read between the lines, and with the main points in hand will quickly give you his honest conviction.

¶ Bluff or bluster will queer you on the spot. Do not try to scare him into buying. He is too substantial for that.

¶ Being slightly phelgmatic and deliberate, it is folly to attempt to push him to a decision.